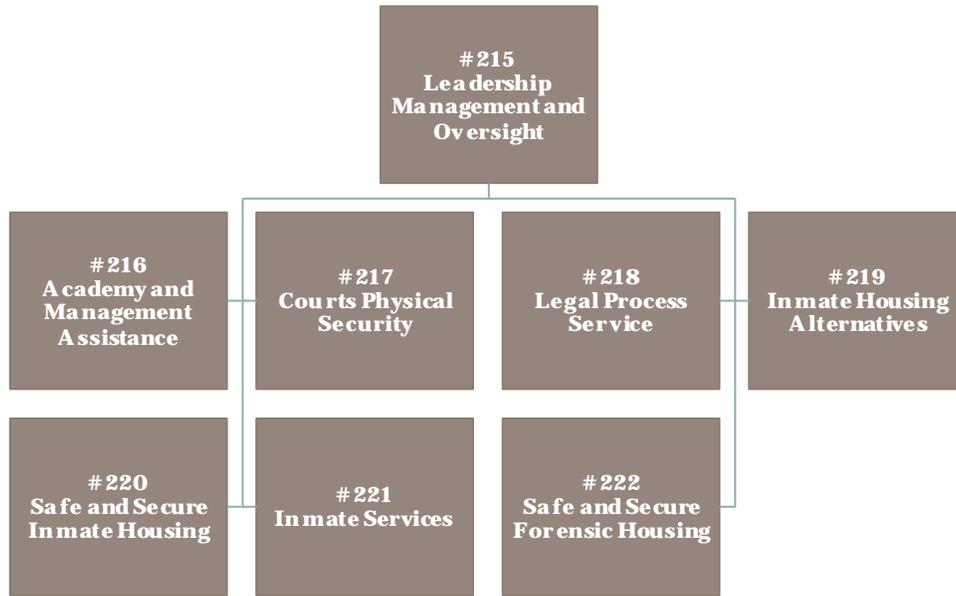


# Office of the Sheriff

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## Department Overview

When Fairfax County was established by the House of Burgesses in September of 1742, there were three items that had to be created: the jurisdiction boundaries, the court system, and the court (County) administrator. Under the English law at the time, the County administrator was the Sheriff; other than the courts there were no other government offices. Today, the Sheriff's responsibilities remain to carry out the decisions of the judges, whether it be through issuing summonses and serving civil law processes, serving as the security force for the courts, or freeing or incarcerating defendants.

The Sheriff's Office is not a State agency, nor is it a County agency, although it works closely with both. It is run by an elected Sheriff that is responsible for the independent courts in Fairfax County, Fairfax City, Vienna, and Herndon. Fairfax County provides the budget support and Fairfax City reimburses the County by agreement for its share of the Sheriff's costs. The Sheriff, by agreement, follows the rules and regulations of Fairfax County in the administration of the budget and personnel. Much of what the Sheriff is responsible for is determined by State and Federal law.

As will be seen on the following pages, virtually everything the Sheriff's Office does is mandated. The remaining few optional activities have repeatedly either been determined to be essential services (protection of Civil Court Judges) or considered to provide a significant financial and social return on the investment of funds (providing alternative incarceration programs).

# Office of the Sheriff

## Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
<b>FUNDING</b>			
<b>Expenditures:</b>			
Compensation	\$52,022,870	\$52,490,753	\$55,059,462
Operating Expenses	9,388,372	9,085,543	9,720,347
Capital Equipment	85,545	175,176	0
<b>Total Expenditures</b>	<b>\$61,496,787</b>	<b>\$61,751,472</b>	<b>\$64,779,809</b>
General Fund Revenue	\$22,235,263	\$21,858,921	\$22,945,162
Net Cost/(Savings) to General Fund	\$39,261,524	\$39,892,551	\$41,834,647
<b>POSITIONS</b>			
<i>Authorized Positions/Full-Time Equivalents (FTEs)</i>			
<b>Positions:</b>			
Regular	597 / 596	597 / 596	597 / 596
Exempt	3 / 3	3 / 3	3 / 3
State	27 / 27	27 / 27	27 / 27
<b>Total Positions</b>	<b>627 / 626</b>	<b>627 / 626</b>	<b>627 / 626</b>

## Lines of Business Summary

LOB #	LOB Title	FY 2016 Adopted	
		Disbursements	Positions
215	Leadership Management and Oversight	\$2,290,569	14
216	Academy and Management Assistance	6,480,397	70
217	Courts Physical Security	7,830,317	81
218	Legal Process Service	3,116,167	31
219	Inmate Housing Alternatives	4,755,618	43
220	Safe and Secure Inmate Housing	27,940,413	292
221	Inmate Services	9,820,652	72
222	Safe and Secure Forensic Housing	2,545,676	24
<b>Total</b>		<b>\$64,779,809</b>	<b>627</b>

## Lines of Business

LOB #215:

### **LEADERSHIP MANAGEMENT AND OVERSIGHT**

#### **Purpose**

The elected position of Sheriff, a Constitutional Officer, provides oversight and guidance for the entire Office of the Sheriff and is responsible for providing service in three major areas:

- Operating the Fairfax County Adult Detention Center and Alternative Incarceration Branch where individuals are detained and housed while awaiting trial or when convicted of violations of the law;
- Providing security for all courts and judges within Fairfax County, the City of Fairfax, and the Towns of Herndon and Vienna;
- Enforcing orders of the Courts by serving papers generated by the courts and carrying out actions resulting from civil proceedings.

#### **Description**

The Sheriff, the Chief Deputies and the support staff provide the overall services for the Sheriff's Office in Leadership/Management and Oversight line of business. They are employees of Fairfax County. The Sheriff is elected to serve four-year terms. The Sheriff and the Chief Deputies provide overall guidance and vision for the agency composed of 600 (regular/exempt) authorized positions.

Supporting programs which report to the Sheriff include Internal Affairs, Equal Employment Opportunity and Affirmative Action (EEO-AA) services, public information and the liaison to the Criminal Justice Advisory Board/Community Criminal Justice Board.

#### **Benefits**

As with any agency, a strong leadership team is needed for effective management and direction for all the operations for which the agency is responsible. Effective career employees help the Sheriff's Office see important trends that need to be addressed long before crises arise. The responsibility of the Leadership and Management team is to develop solutions and keep the public informed so issues can be resolved before they become public safety problems.

#### **Mandates**

Virginia Constitution Article VII, Section 4; Virginia Code §§ 53.1-68 - 53.1-133; Virginia Code § 8.01-295; Virginia Code §§ 53.1-119 and 53.1-120 establish mandates and guidelines for the establishment and governance of the Sheriff's Office and its functions.

# Office of the Sheriff

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## Trends and Challenges

The challenges facing the Sheriff's Office are considerable. The first is the treatment of inmates with mental illness. A mentally ill inmate died in February 2015. The Sheriff's Office was in the middle of evaluating and changing the custody practices of inmates with mental illness when it happened. The agency had already restructured the housing for the men's mental health unit. The units were moved in close proximity to classrooms and Community Services Board (CSB) staff to help provide the required intensive supervision and the security based on their propensity for instability and danger.

In 2014, the female mental health unit was moved from a busy, noisy corridor to a more therapeutic area, also adjacent to CSB staff. Each cell has a window to let in natural light, and overhead lights are kept low during the day and turned off at night. The inmates have some private time as requested by the CSB.

Although all deputies that work in the mental health area are specially trained to know how to handle mentally ill inmates, the agency is undergoing a comprehensive training program to make sure all staff is trained in handling mentally ill inmates.

Because of the lack of beds in Virginia's psychiatric hospitals, minor offenders in crisis are often brought to jail rather than to a crisis care center. The Sheriff's Office is working with other County agencies to launch and staff a Diversion Center where those under arrest can first be evaluated by CSB staff to determine if jail is the right place for them. If it is not, the CSB will search throughout the state for an available mental health bed, and a police officer or sheriff's deputy will transport the person to a treatment facility rather than to the jail. The Sheriff's Office can only be assured of available staffing through FY 2016.

A second major challenge for the Sheriff's Office concerns the jail security system, which includes the electrical/mechanical controls for secure doors, visual surveillance, and voice communications. A 2006 consultant's security study concluded that the security system was "aged" and "overloaded." Nine years later, the system is so old that repair parts often cannot be found. A new design is now underway, but the project, now in the Capital Improvement Program, needs to be funded. Even with funding, it will still be another three years before the new system could be operational.

The third major challenge is the staffing level. It is critical that the Public Safety Staffing Plan be implemented. The Sheriff's Office has extended staff considerably to meet the changes in federal and state laws and to implement important changes in professional standards required by certification agencies. Stretching staff resources has only worked because employment has been high and inmate population has been low. It is clear the agency will be experiencing significant retirements at every level of the organization in the next few years. There is also a growing exodus of staff to surrounding Police Departments, where pay is higher for similar risk. The number of anticipated vacancies and the growing difficulty in recruiting deputies exacerbate the problem of having too few positions to continue the services that are provided today.

# Office of the Sheriff

## Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
<b>LOB #215: Leadership Management and Oversight</b>			
<b>FUNDING</b>			
<u>Expenditures:</u>			
Compensation	\$1,430,369	\$1,476,011	\$1,648,195
Operating Expenses	372,486	550,276	642,374
Capital Equipment	15,895	0	0
<b>Total Expenditures</b>	<b>\$1,818,750</b>	<b>\$2,026,287</b>	<b>\$2,290,569</b>
General Fund Revenue	\$216,317	\$209,305	\$222,278
Net Cost/(Savings) to General Fund	\$1,602,433	\$1,816,982	\$2,068,291
<b>POSITIONS</b>			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	11 / 10.5	11 / 10.5	11 / 10.5
Exempt	3 / 3	3 / 3	3 / 3
<b>Total Positions</b>	<b>14 / 13.5</b>	<b>14 / 13.5</b>	<b>14 / 13.5</b>

## Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Average Daily Population of inmates receiving psychotropic medications	199	189	193	175	150
Total transports	69	78	88	115	130
Referrals sent to Forensics	4,717	4,250	4,503	4,250	4,000
Average number of vacancies	6	29	16	35	36

At least 40 percent of inmates suffer from a mental illness, but defining what constitutes mental illness is a challenge. The attached data show only the number of inmates with mental illness who take psychotropic medications. Once the County's Diversion Center is fully operational, there should be fewer inmates who take psychotropic medications because they will have been diverted for assessment. The data also reflect a growing need for transports of diverted inmates to treatment facilities, but that data also will be better defined once the Diversion Center is fully operational.

The average number of sworn staff vacancies has varied considerably. Experience has shown that once these vacancies top 35, positions need to be covered with overtime pay. As a result, the agency will make an effort to minimize vacancies in the future.

# Office of the Sheriff

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LOB #216:

## **ACADEMY AND MANAGEMENT ASSISTANCE**

### **Purpose**

The Academy and Management Assistance line of business provides managerial direction for the agency as a whole. This line of business provides oversight, leadership, policy development, coordination, and services in the areas of human resources, training (sworn and civilian), information technology, financial services and professional services.

This service area strives to hire people who can be properly trained, well-equipped and adequately outfitted to provide the professional services required. This service area also ensures compliance with and review of all applicable laws, mandates, standards, policies, and procedures which govern the functioning of the agency.

### **Description**

The human resources service area handles recruitment, retention, employee relations, classification, and payroll for the agency of 600 positions. The human resources service area is also tasked with the development and review of promotion processes for the agency. Human resources efforts ensure that the probation and annual evaluation process is completed for every agency employee. Their work also coordinates work force planning issues with the County's Department of Human Resources.

The training service area operates within the Fairfax County Criminal Justice Academy and includes the Fairfax County Police Department. The Academy provides Sheriff's Office and Police Department recruits with six months of concentrated training followed by two months of field training before recruits are certified and assigned to duty posts. Although the Sheriff's Office recruits must attend four additional weeks of schooling than Police Department recruits (to understand the service of civil documents, courtroom procedures and jail operations) the Sheriff's Office recruits and Police Department recruits otherwise learn side-by-side throughout the training period. The Academy also provides the continuing education required for all staff to enhance skills and maintain law enforcement certifications. Training is provided through classroom/roll call instruction, practical field exercises, firearms training (with practice at approved ranges) and law enforcement driver training (with practice at an approved track).

The information technology (IT) service area is responsible for maintaining and maximizing the technology infrastructure of the agency. Much of the jail is run through technology, which includes visual security systems, physical security, identity and personal history systems, radio communication systems, and operational information. With approximately 25,500 offenders entering the jail each year, maintaining the massive volume of important information about medical and personal histories can be daunting. Technology is critical to successfully scheduling and coordinating the many appointments and classes for each of the inmates combined with the daily shifting of cell locations and the rotating shifts of deputies. This service area maintains a website, which is especially important for the friends and loved ones of the 25,500 entering inmates. This service area also coordinates the computer replacement system, responds to system failures, and maintains a helpdesk for user support.

The financial service area manages the agency's warehouse. Everything from automobile replacements to inmate clothing and bedding to bullet proof vests are purchased, warehoused, and paid for through this unit. The unit consistently receives high ratings in multiple regular audits performed by the County's Department of Procurement and Material Management. This line of business manages the budget, revenue collection, accounting, and bill payment for the agency. State and independent County financial auditors routinely audit all these financial operations. About 67 percent of the non-personnel budget is driven by direct services to inmates (such as clothing, bedding, medical services, and food) and non-Sheriff agency fees (such as computer charges and fuel charges). The remaining 33 percent of the non-personnel budget must provide for all the operations and security needs of the agency.

## Office of the Sheriff

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The professional services division performs the collection of data needed for the monitoring of accreditation requirements for the American Correctional Association (ACA), Virginia Law Enforcement Professional Standards Commission (VLESPC), National Commission on Correctional Health Care (NCCHC) and the Virginia Department of Corrections (DOC) audit Reviews, which are conducted on a regular basis. It also provides service to the agency through the development, revision, publication, and distribution of agency policies and standard operating procedures. Requests for information from within and outside the agency are handled through research, completion of surveys, and compilation of statistical reports; maintenance, interpretation, analysis, and summarization of data; and Adult Detention Center (ADC) population projections and needs assessments. This line of business reviews proposed legislation and provides feedback to County legislative representatives at the Virginia General Assembly. Compliance with ACA standards is continually monitored and documented to ensure a successful re-accreditation audit of the Adult Detention Center every three years. This area also compiles a multitude of statistics, completes a yearly census, and handles requests for other information from within and outside the agency.

Project Lifesaver is also operated in this line of business. The program serves the needs of children with Down syndrome or an autism spectrum disorder and adults with Alzheimer's disease, dementia or another cognitive disorder that may cause them to chronically wander and get lost. Clients wear a wrist or ankle band that emits a silent tracking signal. When a caregiver notifies the Sheriff's Office that a loved one is missing, deputies respond to the area with state-of-the-art tracking equipment. The program has a 100 percent track record of locating wanderers and bringing them safely home. The agency currently serves 63 clients. The branch also coordinates this region's TRIAD program (crime prevention program for seniors) and oversees the Crime Prevention Officers, Child Safety Seat program, Child ID program and Celebrate Fairfax activities.

### Benefits

The majority of the services provided as part of this line of business are split between those directly benefiting agency personnel and those services needed to assist in the care and housing of the inmate population. The Human Resources Branch deals almost exclusively with the personnel needs of the agency. The Financial Services Branch provides the budgeting expertise for the Sheriff's Office, while at the same time coordinates the contracts, procurement for goods, inmate accounts, and services dealing with the inmate population. The Information Technology Branch splits its resources between staff and inmate population needs. The IT Branch provides for the communication, radio, database, and computer needs of the agency while at the same time ensuring the visitation scheduling, inmate reporting, and mobile inmate information platform are all working seamlessly. The Training Branch ensures that mandated training is provided, understood, and effectively demonstrated by all new Sheriff's Office recruits. These new deputies, in turn, use that training to become effective members of the Fairfax County Public Safety team. Finally, the Professional Services Branch provides the administrative review of agency policies to ensure compliance with the many nationally recognized certifications the agency has earned. This branch also oversees the agency's community outreach programs.

### Mandates

While the majority of the work outlined in this LOB is in support of the mandated responsibilities listed in LOB: Leadership Management and Oversight, there are specific mandates in the management of the Fairfax County Criminal Justice Academy. *Virginia Code § 15.2-1612.1. Deputy sheriffs to complete course of instruction established by Department of Criminal Justice Services*, outlines the required training necessary to become a sworn law enforcement official.

# Office of the Sheriff

## Trends and Challenges

The Sheriff's Office will continue to recruit and hire the highest quality individuals possible. The agency looks to reflect the diversity of Fairfax County and are very proud of having a diverse staff. Fairfax County's latest (2013) Racial/Ethnic Origin Composition lists a 36.4 percent minority make-up. In FY 2015, the Sheriff's Office had a minority staff level of 35 percent. Current challenges in hiring and maintaining quality individuals will be discussed in the LOB Metric Discussion.

In the finance area, it is impossible to project inmate population, yet many of the agency's expenses relate to the average daily population. The health of the inmates can make medical costs change dramatically, yet there is no way to anticipate each year the number of inmates who will have serious illnesses in need of costly treatment. Weather emergencies and staff vacancies are just two of the significant variables that alter overtime use and cannot be projected. Mandated changes in operations, such as requiring more recreation time or double the security on medical transports, make it difficult to determine how to maintain minimum staffing standards with the fixed staff and expanded responsibilities. Although the leadership team determines how the staff is assigned, the financial area tries to cost out options. Because the agency is at a low point in inmate average daily population, the jail has been able to extend its staffing use significantly. The Public Safety Staffing Plan was developed to try to plan for the replacement of these positions before the inmate population trend reverses.

The IT area is working on many important systems, but none more important than the security system. The current system is obsolete. With over 16,000 individual movements in a 24-hour period, a significant failure of this system could close down courts, programs, and most jail movement. The security system is the primary tool that allows just 50 deputies on a shift to manage the routines of nearly 1100 inmates. The design of a new system is underway, but the capital funding is part of the Capital Improvement Plan and awaits funding this fiscal year. Because of the digital nature of the system, it is important that construction funding closely follow design completion.

## Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
<b>LOB #216: Academy and Management Assistance</b>			
<b>FUNDING</b>			
<u>Expenditures:</u>			
Compensation	\$4,427,456	\$4,636,110	\$4,935,261
Operating Expenses	1,387,051	1,214,904	1,545,136
Capital Equipment	38,218	175,176	0
<b>Total Expenditures</b>	<b>\$5,852,725</b>	<b>\$6,026,190</b>	<b>\$6,480,397</b>
General Fund Revenue	\$850,421	\$825,001	\$844,245
<b>Net Cost/(Savings) to General Fund</b>	<b>\$5,002,304</b>	<b>\$5,201,189</b>	<b>\$5,636,152</b>
<b>POSITIONS</b>			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	42 / 42	42 / 42	43 / 43
State	27 / 27	27 / 27	27 / 27
<b>Total Positions</b>	<b>69 / 69</b>	<b>69 / 69</b>	<b>70 / 70</b>

# Office of the Sheriff

## Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Percent of variance between adopted and actual expenditures	3.78%	1.40%	3.11%	1.00%	1.00%
Percent of recruits successfully completing the Academy	71%	100%	89%	90%	90%
Percent of minorities hired	47%	68%	36%	33%	33%
Average number of vacancies	6	29	16	35	36

One of the greatest challenges facing the Sheriff's Office over the next few years will be the hiring and retention of qualified individuals, critical in the accomplishment of the mission of the Fairfax County Sheriff's Office. A couple of key factors will play an important role in the Sheriff's Office ability to maintain a vital work force. The first is the much-increased participation in the County's Deferred Retirement Option Program (DROP). From FY 2010-FY 2014, the Sheriff's Office averaged five sworn staff members scheduled to complete the DROP program annually. From FY 2015 to FY 2018, the Sheriff's Office will average 16 sworn staff members scheduled to complete the DROP program -- over a 200 percent increase. The agency currently has approximately 108 sworn staff members with 20 years of active service who are eligible for an early retirement.

Another key factor in maintaining a healthy work force is an attempt to reduce the unscheduled separation of sworn staff from the agency. There are several reasons for these unscheduled separations. Some are separated due to severe agency infractions. While the agency cannot condone any behavior that would result in a disciplinary separation, supervisors do work with staff to ensure expectations are clearly understood. If infractions do occur, progressive discipline is used to deter any future disciplinary issues. The loss of deputy sheriff recruits during Academy training is another issue to manage. Recruits have a well-defined level of training that needs to be met in order to graduate. At times, recruits fail to meet these training levels, even after several attempts. These recruits are released from the Academy. Prior to the agency's separation from these individuals, the Sheriff's Office works with them in their areas of weakness in an attempt to have them successfully graduate from a future academy class. The final factor, and definitely most challenging, is the loss of Academy-trained deputy sheriffs to other (most often) local law enforcement organizations. The Sheriff's Office has found it a challenge to recruit and maintain staff due to the lack of compensation equity with fellow local law enforcement agencies. Over the past nearly 12 months, the Sheriff Office has lost 17 sworn staff members to the above outlined factors; five of them left for other law enforcement agencies, mostly local.

# Office of the Sheriff

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LOB #217:

## **COURTS PHYSICAL SECURITY**

### **Purpose**

The Constitution of Virginia, Article VII, paragraph 4, Virginia Code §§53.1-119 and 53.1-120; establishes mandates and guidelines for the establishment and operation of the Sheriff's Office in the areas of Courthouse security and facility/perimeter security. The Court Security Branch provides security to all judges and courtrooms in Fairfax County to include the courthouses in the City of Fairfax and the Towns of Herndon and Vienna.

### **Description**

This operation provides security for all the courthouses and courtrooms in Fairfax County to include the City of Fairfax and the Towns of Herndon and Vienna. This takes into account the protection of all judges, special justices during mental commitment hearings and court employees; the safety of all those with business before the courts and the general public; the security of all prisoners and the Fairfax County Public Safety Center; fingerprinting and other duties as they arise. Contract personnel perform the monitoring and inspection of persons entering the Courthouse through magnetometers and x-ray equipment. Should problems arise, deputy sheriffs are called to handle the situation.

Some of the specific services of this line of business include ensuring the orderly operation of each of the courts by maintaining a safe space among the judges, litigants and visitors. It also includes making sure persons held in custody are prepared and escorted to the courtrooms on time. Deputies also assess the risk of conflict after a court decision and sometimes find it necessary to escort litigants to their vehicles. Judges can determine the appearance of the accused and their manner of restraint in the courtroom. Therefore, the Sheriff's Office may have to provide a haircut and proper attire for the accused before a hearing and also hide or remove restraints before the jury sees him or her.

### **Benefits**

The Courthouse is filled with tension -- the risk of going to jail, being fined, losing custody, losing a settlement with combative neighbors, or the threat of release of someone from jail that is seen as a serious personal risk. These tense situations are mixed with the conducting of normal business in the land records office, clerk of the courts office, the law library and other areas. The Sheriff's Office provides all services mandated and/or deemed essential to ensure that all residents can conduct their business in a safe and orderly manner within and around each jurisdiction's courthouse. Judges must feel confident that they can ask questions and render decisions without fear or prejudice. As a result of the physical security the Sheriff's Office provides, the residents of Fairfax County, the City of Fairfax and the Towns of Herndon and Vienna know they are safe and secure accessing the range of services available in the Fairfax County Courthouse. These services include access to the civil, criminal and circuit courts; marriage licenses; birth/death certificates; land records; probation and parole services; and a public law library.

# Office of the Sheriff

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## Mandates

Virginia Code §§ 53.1-119 and 53.1-120 establish mandates and guidelines for the establishment and operation of the Sheriff's Office in areas including, but not limited to, Courthouse security and facility/perimeter security.

It is noteworthy that the Code of Virginia does not mandate the provision of courtroom security for civil courtrooms. However, the Fairfax County Board of Supervisors has consistently determined that security within these individual courtrooms is an essential service. The Sheriff's Office staffs up to 18 civil courtrooms with 22 sworn personnel.

## Trends and Challenges

FY 2015 brought reductions in two metric areas. The number of court cases heard decreased by 90,776. Also, the number of prisoners escorted between the courts and jail decreased by 1,966. In addition to these reductions, there was a decline in the average daily population of 120 for FY 2015.

New positions in court security are not needed unless the number of judges increases. With the number of cases down, no immediate growth is expected. However, the impact of a potential new and separate mental health docket is unknown.

The duties of those responsible for physical security continue to grow because of urbanization, more visitors to the Courthouse (even though the number of court cases went down) and natural and man-made threats within the Courthouse and surrounding area. As a result, it has become progressively challenging to maintain a high level of efficiency and timely response to events at the Public Safety Center. Certain duties, such as parking and traffic enforcement, perimeter patrol and uniformed presence on the grounds have been difficult to handle at the current staffing level of five positions. To help address this situation, the Sheriff's Office has requested two deputy sheriff positions for physical security as part of the Public Safety Staffing Plan.

## Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
<b>LOB #217: Courts Physical Security</b>			
<b>FUNDING</b>			
<u>Expenditures:</u>			
Compensation	\$7,284,390	\$7,315,851	\$7,540,956
Operating Expenses	306,926	279,089	289,361
<b>Total Expenditures</b>	<b>\$7,591,316</b>	<b>\$7,594,940</b>	<b>\$7,830,317</b>
General Fund Revenue	\$4,060,260	\$3,888,136	\$4,148,652
<b>Net Cost/(Savings) to General Fund</b>	<b>\$3,531,056</b>	<b>\$3,706,804</b>	<b>\$3,681,665</b>
<b>POSITIONS</b>			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	81 / 81	81 / 81	81 / 81
<b>Total Positions</b>	<b>81 / 81</b>	<b>81 / 81</b>	<b>81 / 81</b>

# Office of the Sheriff

## Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Prisoners escorted to and/or from court	24,082	21,566	19,600	19,600	19,600
Escapes during escort to/from courts	0	0	0	0	0
Visitors utilizing the court facilities annually	1,088,691	805,241	830,795	830,795	830,795
Court cases on the docket heard annually	490,492	510,857	420,081	420,081	420,081
Wilful injuries to judges, jurors, court staff or public	6	0	0	0	0
Incidents of willful damage to any court facility	0	0	0	0	0

The key performance measurement objectives associated with this LOB include:

- To achieve zero escapes of prisoners being escorted under the custody of court security personnel.
- To realize zero incidents in which any person is physically harmed due to lapse in security while in, or in the vicinity of, any Courthouse in Fairfax County.
- To realize zero incidents of willful damage to any court facility.

The Fairfax County Courthouse has the largest and busiest visitor population of any of the facilities staffed by the Sheriff's Office. In FY 2015, the number of visitors to the court facilities was 830,795, with a total of 420,081 court cases heard. Deputies ensure a safe and secure environment, but it is not without personal risk. During FY 2015, deputies escorted 19,600 prisoners to court with no escapes. Moreover, incidents involving physical harm were prevented through good communication and proactive measures by staff. In addition, there were no willful injuries or incidents of damage to courthouse facilities.

During FY 2009 and FY 2010, in an effort to contain costs, courthouse security provided by the Sheriff's Office was reduced. Specifically, the Facility Security Section went from 20 deputies down to five. Prior to the reduction in staff, this section was responsible for, and always took a proactive approach toward, security for the 52-acre Fairfax County Public Safety Center, with intent to reduce crime, manage emergencies and thwart any acts of terrorism toward visitors and employees. Although the Sheriff's Office is still responsible for addressing issues within the complex, the primary focus is now on situations occurring within the Courthouse itself. Despite the challenges associated with providing security in the Courthouse and throughout the Public Safety Center, the Sheriff's Office continues to provide the highest degree of safety to the residents of Fairfax County. It should be noted that two additional Courthouse Facility Security positions are requested in the Public Safety Staffing Plan due to the growing concern for the agency to be proactive in physical security control threats in the wake of the major staff cutbacks and the growing volume of duties and risks.

# Office of the Sheriff

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LOB #218:

## **LEGAL PROCESS SERVICE**

### **Purpose**

Specific sections of the Code of Virginia, the Constitution of Virginia, and Common Law establish and mandate that sheriffs and their deputies execute civil law processes. The civil enforcement branch has civil and criminal jurisdiction in Fairfax County and civil authority in contiguous jurisdictions. The primary responsibility is the service and enforcement of civil law that includes:

- Guaranteeing 5<sup>th</sup>, 6<sup>th</sup>, and 14<sup>th</sup> Amendment rights of due process
- Service of subpoenas, protective orders, writs of possession, summonses, notices, motions, and warrants
- Execution of garnishments, levies, interrogatories, writs of possession, and distresses

This line of business is also responsible for coordination with the Fairfax County Department of Tax Administration, the State of Virginia, the Washington Metropolitan Airports Authority, state and local agencies both within and outside of Virginia, Workers Compensation Commissions, and private landlords and businesses in the collection of various outstanding fees and taxes.

### **Description**

The Legal Process line of business serves, executes and enforces all court orders. It also has civil and criminal jurisdiction in Fairfax County and civil authority in contiguous jurisdictions. Its primary responsibility is the enforcement of civil law.

The Legal Process functions are performed by 31 staff members, primarily accredited deputy sheriffs, supplemented with civilian staff. Only a sheriff or deputy sheriff is authorized to perform most of these services because only they have civil and concurrent criminal jurisdiction.

Service of legal process is a constitutional guarantee and requires providing "notice" and explanation of "purport." The civilian staff provides administrative support and the collection of state and local fees and fines. Hours of operation for civil enforcement sworn personnel can range from 5:00 a.m.-10:00 p.m., Monday through Saturday. A standby schedule provides for service of protective orders received later in the day.

The deputies perform these services efficiently and effectively to ensure everyone's safety. However, there is always a high risk potential for the deputy due to the emotional nature of the process, such as taking property due to tax claims, serving protective orders, taking a child in a custody settlement or evicting residents still in the home. Since service of civil process is usually time and place predictable, the person on whom the judgment is being rendered has an opportunity for a planned response.

The only service not legally mandated, but still provided by the Sheriff's Office, is eviction on behalf of private landlords. Judges have ruled that service by a deputy is prima facie evidence of delivery. Private agencies performing this task are subject to having to prove service was made, which results in longer court hearings. Fees that the Sheriff's Office charge for service of process are mandated by state statute and become the revenue of the state. Service related to evictions amounts to only about 4 percent of annual services, in terms of number executed, and even less in terms of time spent.

# Office of the Sheriff

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## Benefits

The services provided are not only mandated but also performed for the benefit of judges, special justices, court employees, attorneys, law enforcement officers, prisoners, patients with mental illness, business owners, the general public having business in the courts, as well as the residents of Fairfax County, City of Fairfax, Town of Vienna, and Town of Herndon.

With highly trained and experienced staff, the Sheriff's Office provides professional service of civil process to those living in and conducting business throughout the jurisdictions. Service of civil process is a necessary part of the judicial system. The agency's highly trained and professional staff members help county residents by providing:

- Fast and efficient service of process.
- Professional contact and interaction with the public by fully explaining the civil document or instrument.
- Accurate service, execution and return documentation to the courts, thereby reducing agency liability.
- Support to various non-standing units and activities, such as Project Lifesaver, which have a direct and positive benefit for those who live and/or work in the County.
- Assistance to the members of the community that have questions about their service or about general civil procedures.
- Return of property through civil litigation.
- Increased public safety by placing emphasis on speed and diligence in the service of protective orders.

The Civil Enforcement Branch also works closely with the County's Department of Tax Administration, resulting in the recovery of approximately \$750,000 in delinquent personal property taxes annually. Since the beginning of FY 2016, the branch is also participating in the TARGET program to identify apparent tax evaders. After less than three months of operation, the TARGET program is on track to collect significantly more than the \$250,000 that was budgeted.

## Mandates

The service of process by the Sheriff's Office is mandated as set forth by the Code of Virginia and the Rules of the Supreme Court (8.01-287). The Sheriff's Office also serves process following rules governed by the Fairfax County General District Court and Circuit Court. The rules are based on statutes and case law.

In addition to the mandated service, the Sheriff's Office provides non-mandated service to residents of Fairfax County and contiguous counties, including, but not limited to:

- Collection of both Fairfax County and City of Fairfax taxes
- Service and delivery of electoral ballots
- Security for the padlocking authority for the Virginia Department of Taxation
- First step in eviction process

## Trends and Challenges

Fairfax County continues to expand its corporate revenue base through urbanization. Urbanization causes increased traffic, which decreases efficiencies for civil enforcement deputies. The County is also experiencing an increase in overall population, which adds more vehicles to our roads and further erodes efficient time between services. The revitalization of the Tyson's Corner area has also increased the deputies' workload.

The Civil Enforcement Section has not requested any additional positions since the mid to late 1980s. Since then, the County's population has grown by 300,000 and become significantly more urbanized. Although the overall statistics regarding the total number of services has not changed significantly, the types and complexities of services have changed dramatically. The number of services that are minimally time consuming, such as postable documents (summonses, subpoenas) has dropped, yet the number of services that are extremely time consuming (evictions, distresses) has increased significantly. If the increasing issues with traffic and commuting are taken into consideration, some of these services take even longer.

A distress seizure warrant, which enforces recovery of unpaid taxes, is an example of a timely service that has increased significantly. In FY 2006, 1,231 distress seizure warrants were issued, compared to 2,268 in FY 2013. While distress seizures are extremely time consuming, the Civil Enforcement Section recovered \$808,157 in FY 2013 for the County's Department of Tax Administration.

The growing number of distress seizure warrants, combined with the increased traffic resulting from urbanization and population/business growth, will require two additional deputies to serve the warrants, as identified in the Public Safety Staffing Plan.

A tremendous challenge over the last couple of years has been the current information management system. The iLeads system is cumbersome, slow and frequently down for service. All documents are entered into the iLeads system manually. When the system is operational, which is approximately 80 percent of the time, each deputy will average at least one hour of daily data entry.

The administrative staff faces daily challenges in dealing with six separate court systems within Fairfax County (Circuit Court, General District Court, Juvenile and Domestic Relations District Court, the City of Fairfax Court, and the Towns of Herndon and Vienna Courts). The administrative staff also must process paperwork for every court in Virginia and many out-of-state papers. Each court processes civil papers in a different manner; maintaining continuity for all of the various jurisdictions is becoming increasingly challenging.

# Office of the Sheriff

## Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
<b>LOB #218: Legal Process Service</b>			
<b>FUNDING</b>			
<u>Expenditures:</u>			
Compensation	\$2,325,279	\$2,429,920	\$2,683,458
Operating Expenses	377,401	472,187	432,709
<b>Total Expenditures</b>	<b>\$2,702,680</b>	<b>\$2,902,107</b>	<b>\$3,116,167</b>
General Fund Revenue	\$684,992	\$664,078	\$704,619
<b>Net Cost/(Savings) to General Fund</b>	<b>\$2,017,688</b>	<b>\$2,238,029</b>	<b>\$2,411,548</b>
<b>POSITIONS</b>			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	30 / 30	30 / 30	31 / 31
<b>Total Positions</b>	<b>30 / 30</b>	<b>30 / 30</b>	<b>31 / 31</b>

## Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Attempts to serve / execute civil process	171,598	169,475	163,845	165,000	165,000
Attempts to serve / execute per civil enforcement deputy	7,800	7,703	7,448	7,600	7,600
Annual civil enforcement cost per capita	\$2.11	\$2.20	\$2.58	\$2.76	\$2.94
Founded complaints received regarding serving of civil process	0	0	0	0	0
Court cases adversely affected due to technical error in the service of process	0	0	0	0	0

# Office of the Sheriff

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The Civil Enforcement Branch is responsible for the service and execution of civil law processes. The geographic territory includes Fairfax County, City of Fairfax, Towns of Herndon and Vienna, and the contiguous counties surrounding Fairfax. Deputy sheriffs and support staff must perform mandates in accordance with the Virginia Constitution and Virginia Code. The Sheriff's Office serves and executes a plethora of court documents including, but not limited to:

- Summonses
- Writs of Possession
- Motions
- Evictions
- Protective Orders
- Levies
- Garnishments
- Warrants
- Child Support Notices
- Department of Tax Administration actions

In FY 2015, Sheriff's Office staff processed a total of 143,029 court-generated documents. Of that number, 26,074 were subpoenas and summonses served on businesses and residents in Fairfax County. Deputy sheriffs are required to thoroughly understand complex legal documents. Many of these documents require in-person contact with residents and necessitate clarification or explanation of actions such as wage garnishments, protective orders and evictions.

The Legal Process line of business also works closely with the Fairfax County Department of Taxation (DTA) on several initiatives to assist in the collection of outstanding fees/taxes owed to the County. A recent program adopted by the Sheriff's Office is the locating and reporting of personal property tax evaders to DTA. In FY 2015, levies and tax distresses accounted for 2,534 services by deputy sheriffs. Sheriff's sales increased from 15 in FY 2014 to 24 in FY 2015.

A total of 9,745 separate returns were required to perform 1071 evictions in FY 2015. Executing evictions can require coordination with property owners, tenants, trustees, locksmiths, movers and other county agencies such as Adult Protective Services, Mobile Crisis, Solid Waste and Animal Control. Attention to detail is required to ensure proper and accurate due process for both the plaintiff and defendant.

A total of 2,369 protective orders were received from various courts. They must be served immediately and in-person. Many protective orders require several attempts to locate the respondent. These services also included 203 child protective orders. Many protective orders grant possession of the home and child custody, which requires on-scene Sheriff's Office enforcement to ensure the safety of all involved. Custody orders increased by 131 from FY 2014 to FY 2015, with no incidents of violence.

The performance measure associated with this line of business is the number of documents deputies attempted to serve/execute. Although it appears that the trend is slightly downward concerning this metric, the type of document served over the past couple of years is exponentially more time consuming. Documents now require manual entry into the iLeads system, which is a protracted and time-consuming process for staff. iLeads is currently under review for possible replacement/upgrade, but it continues to be an unreliable and inefficient method of managing records.

# Office of the Sheriff

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LOB #219:

## **INMATE HOUSING ALTERNATIVES**

### **Purpose**

The Fairfax County Sheriff's Office provides alternative housing options for inmates in its custody. While the provision of such options is not mandatory for the Sheriff's Office, offering these alternatives is governed by Virginia Code §§ 53.1-131, 53.1-131.1, 53.1-131.2, 53.1-128, 53.1-129, 19.2-354 and 19.2-303. These codes establish guidelines and mandates for the alternative incarceration areas of operation which include, but are not limited to, alternative sentencing programs such as electronic incarceration, work release, weekend confinement, fines options, community labor force and other revenue resources.

### **Description**

The Inmate Housing Alternatives line of business comprises all programs related to alternative housing options. These programs include weekend confinement, electronic incarceration, fines options, community labor force and work release. Inmates participating in these options are housed in the Alternative Incarceration Branch (AIB) located adjacent to the Adult Detention Center, which houses inmates pending approval for involvement in the AIB programs. All offenders who are suitable and eligible for participation in the AIB program have the opportunity to participate in available treatment, education and rehabilitation programs.

The Fairfax County Sheriff's Office continues to provide alternative incarceration opportunities for that part of its inmate population who meet the eligibility and suitability requirements for a minimum security environment. The Sheriff's Office AIB provides a comprehensive approach that enhances public safety by providing inmates with program opportunities that assist them in their efforts to successfully reintegrate back into the community. In accordance with Virginia Code § 53.1-131, the AIB places considerable emphasis on ensuring offenders defray the cost of their incarceration and pay their financial debts, which includes fines, court costs, restitution, fees associated with participation in educational and rehabilitation programs, and child support payments. Re-entry programs reduce recidivism, save taxpayers money by investing in more affordable support programs, and make communities safer. The alternative incarceration option provides a means for inmates to re-enter society with improved life skills and other resources such as employment and housing assistance that will improve their chances for a successful transition back into the community.

The AIB operates 24 hours per day, 7 days per week. Sworn staff members monitor and supervise inmates ordered into the Electronic Incarceration Program by the courts or placed there by the Sheriff. The safety and security of the AIB, to include the supervision of AIB inmates, is accomplished by deputy sheriffs assigned to the facility. The Sheriff's Office has the responsibility of providing room and board for inmates housed in the AIB. In addition, Sheriff's Office sworn personnel are responsible for the safety and security of the inmates in the facility and maintain accountability of them when they are in the community.

The AIB substance abuse program is designed to combat inmate illicit drug use and addresses the unique addiction characteristics and other negative coping mechanisms that are associated with them. In short, the program supports a recovery-oriented system of care that addresses clinical as well as overall community re-integration. The program places significant emphasis on rehabilitation, employment, housing, and access to other applicable community resources. This program is a partnership between the Sheriff's Office and the Community Services Board (CSB). The CSB case managers provide inmate clinical services and serve as a link to applicable areas in the inmate recovery plan that may include housing, employment, counseling, and other re-integration needs.

# Office of the Sheriff

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The Community Labor Force (CLF) provides supervised inmate labor crews of 8 to 10 inmates each on a daily basis to many county agencies, the City of Fairfax and the Towns of Herndon and Vienna. Bus shelter cleaning, lawn mowing, landscape beautification and maintenance, stormwater dry pond maintenance, furniture and equipment moving, trail clearing, records retirement, snow removal, and painting are common tasks accomplished by the CLF. Each inmate labor crew is supervised by a sworn staff member.

## Benefits

Inmate housing alternatives offer the County housing options that reduce the costs of incarceration in the Adult Detention Center. When the inmate population goes up, the AIB is an option that is available to the Sheriff's Office to reduce inmate overcrowding in the Adult Detention Center, which minimizes the risks associated with increasing the population within each housing unit. Equally as important, however, inmate housing alternatives afford the inmates the opportunity to continue working during their incarceration. This allows them to support their families, pay their fines and court costs, and be gainfully employed, thereby allowing for a smoother and more successful transition back into the community. With an emphasis on re-entry, the Sheriff's Office is committed to providing as many resources as possible to assist inmates in their efforts to return to the community.

Having a different facility for minimum security inmates enables the low risk offender to more easily remain separate from criminal talk and attitudes, which makes a productive community re-entry more likely.

Also significant, however, is the cost savings provided by the Community Labor Force (CLF). These volunteer inmate work teams support community improvement projects such as landscaping, litter removal, painting, snow and sign removal, and graffiti abatement. Additionally, CLF crews support Celebrate Fairfax, Fall for Fairfax, July 4th Celebration in Fairfax City and Centreville Days in Centreville. Inmates in these programs are low risk inmates suitable for supervised access to the community and minimum security housing. Crews are committed 52 weeks per year. In FY 2015, the total value of all work performed by the Community Labor Force was \$1,472,380.

Inmates in the alternative housing options were ordered to incarceration by a judge. If alternatives were not available, the inmates would be remanded to the jail without assurance of restitution or the possibility of continuing support for family living costs.

## Mandates

Inmate housing alternatives are not mandated. However, The Sheriff's Office is a strong advocate in the effort to promote public safety and reduce crime by preparing inmates for success through a continuum of services and supervision in collaboration with stakeholders (state and local partners) from the time of an inmate's entry into the Adult Detention Center through his/her transition and reintegration back into the community. Since the Sheriff's Office does participate in offering these programs, they are governed by the Code of Virginia as outlined in the "Purpose" section of this LOB. In addition, these housing alternatives are governed by accrediting agencies which include the American Correctional Association, National Commission on Correctional Healthcare, and Virginia Department of Corrections.

# Office of the Sheriff

## Trends and Challenges

While there are strict eligibility and suitability requirements determining which inmates are eligible, the number participating in the Alternative Incarceration Branch (AIB) is proportional to the overall count. From FY 2014 to FY 2015, the total number of inmates housed in the AIB decreased from 170 to 138. In comparison, the overall inmate population decreased during the same timeframe from 1,228 to 1,108.

While participating in inmate alternatives to incarceration options is not mandated, it is a significant cost savings to the County. Inmates participating in the AIB programs are required to pay a portion of their earnings to defray the cost of their incarceration. Additionally, inmates pay court costs, fines, restitution, fees associated with educational and rehabilitation programs, taxes and family support from their earnings.

The request for CLF support for projects continues to grow. Recently, a new sign removal crew was established to remove illegal signs from along the highway. The Sheriff's Office works closely with the Department of Public Works and Environmental Services and the Park Authority, among others, to see if there are portions of large county contracts that the CLF crews can perform at a significantly reduced rate. The inmates also learn a trade while performing this work and can point to work they've performed once they begin looking for a job.

A significant number of individuals assigned to the Alternative Incarceration Branch have severe substance/alcohol problems. These problems impact not only these individuals but also have an adverse effect on their families and the community at large. The Fairfax County Board of Supervisors has identified the increase in opiate use as a key problem affecting the community. In FY 2014, the Board created an Opiate Task Force which identified the need for both law enforcement and treatment intervention to combat the problem. Drug trafficking, organized crime and other associated crimes remain a challenge for the community. From 2013 to 2014, the number of heroin deaths doubled in Fairfax County. Treatment programs to address these problems are essential. The programs in the AIB help keep the community safe and provide opportunities for these individuals to address the core issues of their drug/alcohol related problems and assist them in their efforts to transition successfully back into the community.

## Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
<b>LOB #219: Inmate Housing Alternatives</b>			
<b>FUNDING</b>			
<u>Expenditures:</u>			
Compensation	\$4,001,211	\$3,922,710	\$4,077,665
Operating Expenses	725,344	699,286	677,953
Capital Equipment	31,432	0	0
<b>Total Expenditures</b>	<b>\$4,757,987</b>	<b>\$4,621,996</b>	<b>\$4,755,618</b>
General Fund Revenue	\$1,685,562	\$1,684,272	\$1,774,921
Net Cost/(Savings) to General Fund	\$3,072,425	\$2,937,724	\$2,980,697
<b>POSITIONS</b>			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	43 / 43	43 / 43	43 / 43
<b>Total Positions</b>	<b>43 / 43</b>	<b>43 / 43</b>	<b>43 / 43</b>

# Office of the Sheriff

## Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Average daily number of prisoners housed in the Alternative Incarceration Branch (AIB)	158	170	138	145	145
Annual hours of work performed by the Community Labor Force	57,566	61,587	64,033	65,000	65,000
Percent of customers very satisfied with the Community Labor Force services	100%	100%	100%	100%	100%
Total value of all work performed by the Community Labor Force	\$1,421,883	\$1,498,266	\$1,472,384	\$1,515,000	\$1,515,000

Programs such as work release and electronic incarceration allow inmates to maintain their employment and support their families while serving their sentences. The programs also historically reduce overcrowding and reduce the cost of incarceration in the Adult Detention Center. Recently, the overall inmate population has decreased, which has impacted housing alternatives in that the amount of inmates assigned to these programs has also decreased, from 170 in FY 2014 to 138 in FY 2015. However, the Sheriff's Office is continually evaluating all inmates to determine if more can be assigned to housing alternatives in order to enhance their opportunities.

Perhaps the area most easily measured alternative is the Community Labor Force, which oversees the activities of inmates working in the community and provides a revenue option for the county. This program provides inmate work teams to support community improvement projects such as landscaping, litter removal, painting, snow removal, graffiti abatement and sign removal. For FY 2015, the Community Labor Force has seen a significant increase in the number of hours worked, from 57,566 hours in FY 2013 to 64,033 in FY 2015. The increase is partially due to a 100 percent satisfaction rate from its customers and partially due to the overall value of the program, which has increased from \$1,421,883 in FY 2013 to \$1,472,384 in FY 2015.

# Office of the Sheriff

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LOB #220:

## **SAFE AND SECURE INMATE HOUSING**

### **Purpose**

Providing for safe and secure inmate housing is a mandated service governed by the following laws: Virginia Code § 53.1-93; Constitution of Virginia, Article VII, Section 4; Department of Corrections Minimum Standards; JLARC. These laws establish mandates and guidelines for the operation and construction of areas which include, but are not limited to, jails and lockups and any satellite housing facility under the authority of the Sheriff's Office. They also establish guidelines and mandates for the accepted practices for Sheriffs in jurisdictions with jails, lockups and detention facilities. In addition, Virginia Code § 53.1-131.1 allows local jurisdictions to charge incarcerated individuals a per day room and board fee to defray housing costs.

The following laws establish mandates and guidelines for the accepted practices for Sheriff's Offices with areas that include, but are not limited to, jurisdictions with local jails, lockups and detention/correctional facilities. They incorporate all functions within the inmate classification and records branch: Virginia Code §§ 53.1-192-197; 53.1-198-202; 53.1-133; 53.1-113; 53.1-93; 53.1-68; 53.1-80-83; 443F supplement 965 (1977); Part IV, Article V, Code of Virginia Department of Corrections Minimum Standards.

In addition, safe and secure inmate housing is governed by accrediting agencies which include the American Correctional Association, National Commission on Correctional Healthcare, and Virginia Department of Corrections.

### **Description**

The safe and secure housing line of business (confinement) is the largest component of the Sheriff's Office, employing 292 sworn and civilian staff members. Confinement services include the management of the operation of the Fairfax County Adult Detention Center, including four confinement squads. Confinement also manages inmate classification, inmate transportation, and confinement records services. Confinement is also responsible for the operation of the satellite intake office at the Mt. Vernon District Police Station.

Inmates under the authority of the Fairfax County Sheriff's Office are provided with a high quality of care and service including quality food service and health care, access to the courts, contacts with family and friends, and programs designed to develop life skills. Current staffing and average daily population (ADP) trends are assessed annually to determine minimum staffing standards. While the ADP has decreased from 1,228 in FY 2014 to 1,108 in FY 2015, it is impossible to predict the inmate population for any given year.

The facility operates using three primary types of supervision: podular, linear, and direct supervision. Higher security inmates are kept in podular supervision, where a deputy in a control booth observes the activities of five pods of up to 20 inmates each. This approach provides intense supervision of inmates, inmate activities, and security. Linear supervision has from one to five cells holding one inmate in each cell. The five cell blocks open up to a day room. In direct supervision, one deputy is located within the dayroom with up to 48 inmates. That deputy supervises all activities within the housing unit. There are also segregated cells for inmates who are unable to be housed in general population for administrative or disciplinary reasons and for inmates who have medical or mental health issues that require individual housing. Deputies assigned to these areas typically work in pairs because the management of these inmates is more intense and involves more direct contact with the inmates for basic functions.

More than one-third of the inmates are awaiting trial. Some will be found not guilty and released. Others, if sentenced to a term of 12 months or less, will serve their time in the jail. Once they've served their time, they are released back into the community.

# Office of the Sheriff

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Inmates are classified according to the level of danger they pose. That classification determines their housing, programs, and activities while in the jail. Their days are usually quite busy with deputies ensuring that each inmate is available for his or her individual schedule. About 1,100 meals are prepared and served starting at 4:00 a.m. Deputies conduct at least six scheduled cell lock-in and lock-out periods; inspect inmates to make sure they are ready for their day's activities; and brief the inmates on their daily schedule for education, drug treatment services, health services, recreation, attorney meetings, court times, religious services and life skills training. This activity leads to more than 16,000 secure door openings every 24 hours. Deputies also have to perform routine inspection of each inmate throughout the day and document their observations. Deputies must continually manage the levels of stress inherent with people that are incarcerated.

Both sworn and civilian Sheriff's Office employees provide the services for safe and secure housing. Sworn deputy sheriffs provide security housing services 24 hours a day, seven days a week, inclusive of holidays. Four squads work 12.5-hour rotating shifts from 6:30 a.m. to 7:00 p.m. and from 6:30 p.m. to 7:00 a.m.

## Benefits

All services that are a part of providing safe and secure inmate housing are mandated. Ensuring the community members both inside and outside the facilities are safe is the absolute responsibility of the Sheriff's Office. The staff members assigned to this line of business not only ensure that the inmates are kept safe and secure, but that the residents of Fairfax County are protected from the inmate population.

## Mandates

Providing for safe and secure inmate housing is mandated by the Code of Virginia and the U.S. Constitution as outlined in the "Purpose" section of this LOB. In addition, this line of business is governed by accrediting agencies which include the American Correctional Association, National Commission on Correctional Healthcare, and Virginia Department of Corrections.

## Trends and Challenges

Methods used to manage jails are constantly changing. Federal requirements, state requirements, and professional association certification requirements demand that the agency find the best ways to ensure the safety of the deputies, inmates and residents; provide better constructive treatment for inmates; and ensure the public's safety. Usually, these mandates must be implemented quickly and cannot wait for potential funding in a future budget. The Sheriff's Office can respond to these needs during times of lower populations, but funding must be secured before the populations grow. Unfortunately, population changes cannot be predicted.

Staffing is also an important issue. As vacancies rise, the number of posts that can be managed decrease. Minimum staffing levels must be maintained. The alternative is to use overtime. In FY 2008, the Sheriff's Office seriously overspent its overtime budget when staff vacancies were very high and inmate population was high as well. A review by the County Auditor verified that sworn vacancies and inmate population were the factors that caused the problem. As pointed out in the Academy and Management Assistance LOB, the Sheriff's Office is anticipating a high sworn vacancy rate at every level in the organization over the next few years.

# Office of the Sheriff

As part of the Public Safety Staffing Plan, the Sheriff's Office has requested a number of Confinement positions. The services related to many of these positions are already being performed by deputies because of the low inmate population. Should the population trend reverse, many of these services may have to cease. These services are required by accrediting agencies, mandates from state and federal law, and the obligation to provide appropriate health care and security related to that care. The following staffing issues remain to be addressed: overcrowding in female housing areas which was in violation of several ACA standards; security for inmates at the hospital; a Prison Rape Elimination Act (PREA) position to implement a federal mandate; and support the Sheriff's Intelligence Unit SIU. The SIU position would serve as a central point of contact for all intelligence information and investigations related to gangs, gang members, associate gang members, suspected gang members, security threat groups, security threat individuals and suspected security threat individuals within the ADC. The ADC houses 80-90 gang members on a daily average.

Finally, the security system that operates the locking systems for the inmate doors is antiquated. The oldest portion of the security system was built in 1978. Replacement parts are no longer manufactured and now it is even getting difficult to find replacement parts on secondary markets. The risk of failure grows each year. Although the agency has not experienced an entire system failure, once or twice a month control booths lose their ability to control doors for an extended period of time. At those times, deputies must perform all 16,000 daily door openings one door at a time. At present, a design is underway for a replacement system. Funding is proposed, but not yet provided, in the Capital Improvement Program.

## Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
<b>LOB #220: Safe and Secure Inmate Housing</b>			
<b>FUNDING</b>			
<u>Expenditures:</u>			
Compensation	\$24,265,478	\$24,338,128	\$25,558,148
Operating Expenses	2,665,626	2,396,312	2,382,265
<b>Total Expenditures</b>	<b>\$26,931,104</b>	<b>\$26,734,440</b>	<b>\$27,940,413</b>
General Fund Revenue	\$11,660,996	\$11,466,570	\$12,678,712
<b>Net Cost/(Savings) to General Fund</b>	<b>\$15,270,108</b>	<b>\$15,267,870</b>	<b>\$15,261,701</b>
<b>POSITIONS</b>			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	294 / 294	294 / 294	292 / 292
<b>Total Positions</b>	<b>294 / 294</b>	<b>294 / 294</b>	<b>292 / 292</b>

# Office of the Sheriff

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## Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Total ADC prisoner days	576,932	527,630	490,767	504,933	522,641
ADC average cost per prisoner day	\$170.13	\$173.56	\$184.89	\$187.39	\$189.89
Prisoner, staff or visitor deaths	0	0	2	0	0

The Fairfax County Sheriff's Office continues to provide safe and secure inmate housing as mandated by law. The Adult Detention Center is the primary facility for managing an average daily population of 970 inmates for FY 2015. This was a decrease from 1,065 in FY 2014. The overall count of 1108, which includes those inmates assigned to the Alternative Incarceration Branch, also decreased proportionately. As much as it is impossible to predict future populations, it is also difficult to identify specific causes for the decline. Therefore, planning and preparing for a count that can fluctuate so significantly is extremely difficult. In line with the decrease in the overall population, the number of prisoner days also declined significantly from 527,630 in FY 2014 to 490,767 in FY 2015.

The primary measures associated with this line of business are those reflective of visitor, staff and inmate safety. For FY 2015, the Sheriff's Office met its goal of zero injuries and contagious disease exposures to visitors and zero injuries and contagious disease exposures to staff. However, the Sheriff's Office did not meet one very critical goal – zero inmate, staff or visitor deaths. For FY 2015, two inmates died while in the custody of the Sheriff's Office. While both deaths were ruled accidental by the Medical Examiner, the Sheriff's Office has used both instances to review policies and make appropriate changes.

While the overall population was down, the cost per prisoner day was slightly elevated. Variable costs such as food and medical declined. However, fixed payroll costs for sworn staff increased so when these costs were spread across a lower population, the per prisoner day rate increased.

# Office of the Sheriff

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LOB #221:

## **INMATE SERVICES**

### **Purpose**

Inmate Services encompass all services and essential needs for the safety and well-being of the inmate population. The law mandates that the Fairfax County Sheriff's Office provide a number of services to inmates. These services include, but are not limited to, the following: food, education and religious-based programs, and health care. The following laws govern these mandated services: Virginia Code §§ 53.1-68-53.1-133, Department of Corrections, Minimum Standards for Jails and Lockups; Virginia Code § 53.1-5, Department of Corrections, Minimum Standards for Jails and Lockups; Part IV Articles 2 and 3, United States Constitution, Amendments 1 and 14; Virginia Code § 53.1-127.1, Department of Corrections, Minimum Standards for Jails and Lockups; Article 6, sections 4.23-4.28; JLARC. The Sheriff's Office follows all established rules and guidelines for accepted practices for Sheriffs in jurisdictions with local jails and lockups.

In addition, these services are governed by accrediting agencies which include the American Correctional Association, National Commission on Correctional Healthcare, and Virginia Department of Corrections.

### **Description**

Inmate Services encompass all services and essential needs for the safety and well-being of the inmate population. These responsibilities include providing basic custodial services for inmates, including clothing and laundry services, bedding, communication services, facility cleaning and maintenance, personal hygiene articles, commissary services, recreation services, medical services, adult learning and rehabilitation programs, food services, and management of inmate funds. Special programs are provided to serve two basic purposes. The first purpose is to afford inmates access to certain constitutional rights (i.e., freedom to practice their religion as guaranteed in the First Amendment and access to the court as guaranteed in the Fourteenth Amendment). The second purpose entails rehabilitation and management. Inmates are given an opportunity to better themselves through such programs as Adult Basic Education (including English as a second Language and GED), Religion, Substance Abuse Education, Employability Skills and others. These programs not only afford inmates an opportunity for self-enhancement, they also provide avenues to combat the frustration of incarceration.

The medical services include health, medical, and dental care to incarcerated individuals who may or may not be residents of Fairfax County. Care ranges from simple first aid to major cancer/HIV therapy to surgeries. Some costs are recouped by means of inmate co-pays for healthcare services. Medical staff administers the medical and dental contracts, medical emergency service needs, and pharmacy contracts. The Sheriff's Office also provides medical screenings and checkups as well as 24/7 coverage within the ADC and AIB in the event of an emergency medical incident.

Education, rehabilitation and special services are provided directly by the Good News Jail and Prison Ministry, Fairfax-Falls Church Community Services Board, Fairfax County Adult Education, Opportunities Alternatives and Resources (OAR), civilian staff members of the Sheriff's Office, 300+ volunteers and other Fairfax County agencies, all under the supervision of sworn deputy sheriffs and a volunteer coordinator. The hours of operation for these programs are Monday through Sunday from 9:15 a.m. to 9:00 p.m. The sworn staff hours are from 7:00 a.m. to 3:30 p.m., Monday through Friday, and as needed for special program events.

# Office of the Sheriff

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Inmate recreation services are provided directly by sworn staff of the Sheriff's Office. Every inmate who is eligible for recreation is given the opportunity to attend. Recreation scheduling is done in a manner where individuals attend with others in the same custody levels (i.e., maximum, medium and minimum security inmates). Males and females and special segregation inmates do not attend recreation together. Hours of operation of the recreation services in the Adult Detention Center are from 4:00 a.m. to 4:00 p.m. seven days per week. Meals, laundry, housekeeping, and janitorial services for the jail are provided by the volunteer inmate workforce under the direction of sworn deputy staff or food service contractors. The Inmate Workforce is supervised and trained by staff.

Health care services are provided by a physician, a dentist, a pharmacist, an optometrist, nurse practitioners, registered nurses and licensed practical nurses (licensed by the State of Virginia). Care is also provided by various specialists and hospitals in Northern Virginia. Services are offered 24 hours a day, 365 days a year, inclusive of holidays.

## Benefits

The majority of services provided to the inmates as part of this line of business (i.e., medical care, food, clothing, educational/religious-based programs, etc.) are mandated. Taking care of the basic custodial needs of the inmate population is required by the Sheriff's Office. Other services, such as additional program and resource opportunities, are offered as a means to increase the skill set of inmates so they can seek employment and become more productive and self-sufficient members of society.

## Mandates

While there are some programs within the Inmate Services line of business that are not mandated (i.e., several programs offered for skills development), these are provided at no cost to the Sheriff's Office. The Code of Virginia and the U.S. Constitution, as defined in the "Purpose" section of this LOB, mandate all of the budgeted services provided. In addition, these services are governed by accrediting agencies which include the American Correctional Association, National Commission on Correctional Healthcare, and Virginia Department of Corrections.

## Trends and Challenges

The costs associated with Inmate Services are directly related to the inmate population. The Sheriff's Office has seen a decrease in the overall population from 1228 in FY 2014 to 1108 in FY 2015. While impossible to predict, the reduction in the number of inmates has produced a relative reduction in the costs associated with these inmates.

In FY 2014, nearly 1.5 million meals were served to the inmate population. In FY 2015, that number was reduced to 1,257,902. Health care contacts with inmates were also down by 17,000 for the same time period.

Some of the key variables in the inmate services line of business are not predictable. Population generates much of the costs for this section, but there is no way to predict which way the trend will go. Medical costs are not necessarily in proportion to the size of the ADC population. Serious illnesses – such as HIV, AIDS, kidney failure and cancer – are very expensive to treat. The number of inmates in need of such expensive treatments cannot be predicted.

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While the overall costs for services decreased in relation to the inmate population, the number of classes offered and the number of inmates attending these classes increased. The increases reflect a renewed commitment by the Sheriff's Office to inmate programming. Self-help and skills development programs increased from 86 in FY 2014 to 102 in FY 2015. The number of inmates receiving GED and certificates from development programs more than doubled during the same timeframe. This increase was partly due to a change in business style, i.e., offering certificates for program completions that were not offered previously. However, the increase was also due in large part to a change in efficiencies, allowing more classes to be offered and leaving fewer inmates on the waiting lists. It is important to note that there are no fees charged to inmates in the ADC for program participation. Program costs are fully supported by Commissary fees that are paid by inmates.

As part of the Public Safety Staffing Plan, the Sheriff's Office has requested a General Building Maintenance Worker I position to support agency maintenance staff and the Facilities Maintenance Department staff (FMD) who work closely together. The Adult Detention Center encompasses more than 548,000 square feet, and the demand for painting and general upkeep is continuous

## Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
<b>LOB #221: Inmate Services</b>			
<b>FUNDING</b>			
<u>Expenditures:</u>			
Compensation	\$6,115,703	\$6,173,862	\$6,491,123
Operating Expenses	3,155,044	3,039,192	3,329,529
<b>Total Expenditures</b>	<b>\$9,270,747</b>	<b>\$9,213,054</b>	<b>\$9,820,652</b>
General Fund Revenue	\$1,750,763	\$1,663,093	\$1,766,580
Net Cost/(Savings) to General Fund	\$7,519,984	\$7,549,961	\$8,054,072
<b>POSITIONS</b>			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	72 / 71.5	72 / 71.5	72 / 71.5
<b>Total Positions</b>	<b>72 / 71.5</b>	<b>72 / 71.5</b>	<b>72 / 71.5</b>

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## Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Annual meals served	1,444,432	1,425,812	1,257,902	1,297,526	1,337,230
Health care contacts with inmates	692,710	685,000	668,000	680,000	680,000
Compliance rate with standards of the American Corrections Association	97.5%	97.5%	97.5%	97.5%	97.5%
Inmate custodian positions	132	137	136	137	137
Yearly total times inmates were scheduled to attend self-help and skills development programs	48,953	47,888	41,149	42,445	43,744

Inmate Services continued to provide for mandated services to the inmate population. For FY 2015, several performance measures saw a significant decrease from prior fiscal years, which were directly related to the decline in the inmate population. Given that the decrease was proportional, it was clear that services were still being offered and provided at a rate that met and/or exceeded expectations.

Throughout the year, medical services were provided at the rate of 668,000 health care contacts with the inmates. This number was lower than expected due to the reduction in the inmate population.

While the inmate population continued to decline, program opportunities increased for FY 2015. The provision of educational and religious-based programs continued to be a priority for the Sheriff's Office. In addition to these mandated services, the Sheriff's Office held a resource fair to connect inmates with the local resources they will need upon release, including housing, jobs, health care, higher education, addiction treatment, mental health services, support groups and any benefits to which they are entitled. The goal is to facilitate their successful re-entry into the community. This initiative is aligned with the Virginia Adult Re-entry Initiative (VARI), which has the full support of the Governor's Office. The Sheriff's Office conducted a review of the successful resource fair, which guided improvements and expansion for a second resource fair. The number of self-help and skills development programs increased from 86 in FY 2014 to 102 in FY 2015, indicating the agency's commitment to providing resources to the inmate population. In addition, inmates receiving GED and certificates from education and development programs nearly doubled from 845 in FY 2014 to 1670 in FY 2015. This increase was partly due to a change in business style (i.e., offering certificates for the completion of programs that were not offered previously). However, it was also due in large part to a change in efficiencies that allowed more classes to be offered and fewer inmates to remain on the waiting lists. The Sheriff's Office will continue its commitment to bettering the inmate population through its inmate services opportunities with the goal of improving the chances that inmates will become independent, productive members of the community post incarceration.

# Office of the Sheriff

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LOB #222:

## **SAFE AND SECURE FORENSIC HOUSING**

### **Purpose**

A significant portion of the inmate population suffers from mental illness. This population requires additional supervision and care from staff in order to ensure the inmate's and the staff's safety and well-being. Deputies, along with staff from the Community Services Board, work collaboratively to serve this population.

While the deputy's primary responsibility is to provide security for the inmates and staff, the CSB staff members work to stabilize the inmates during their incarceration. Both the deputies and the CSB staff provide care for inmates with mental illness, but neither provides treatment.

The delivery and services in this Safe and Secure Forensic Housing line of business is governed by accrediting agencies which include the American Correctional Association, National Commission on Correctional Healthcare, and Virginia Department of Corrections.

### **Description**

More than 40 percent of the inmate population suffers from a mental illness. In FY 2015, the average daily percentage of inmates taking psychotropic medications was 17.4 percent.

Mental health housing primarily operates using two types of supervision, single cell and dormitory. A pilot project was implemented to create a male mental health cell block, segregated from general population. It proved to be very successful, providing better supervision and easier care. The male mental health block became permanent following the success of the pilot. The male mental health block has 48 individual cells located within a direct supervision block and a dormitory that holds 13 inmates. Based on the male mental health block, a female block was also established this year. CSB offices are located directly adjacent to both blocks.

The female mental health housing block has 24 individual cells and a dormitory. Inmates in single cells typically remain secured in their cells except when they are receiving services. Inmates in the dormitory have free access to phone, shower and television. Male and female inmates that are disruptive to the mental health community and/or in a severe mental health crisis are housed in single cells located within the male/female intake centers where they can be monitored more closely. Deputies assigned to these areas typically work in pairs, as the management of these inmates is more intense and involves more direct contact with the inmates for basic functions. These deputies have received special training on the handling of inmates with mental illness before being assigned there.

The staff members who provide the services for safe and secure mental health housing are Sheriff's Office (both sworn and civilian) and CSB employees. Sworn deputy sheriffs provide security housing services 24 hours a day, seven days a week, inclusive of holidays. Four squads work 12.5-hour rotating shifts from 6:30 a.m. to 7:00 p.m. and from 6:30 p.m. to 7:00 a.m. Civilian staff work eight hours per day, Monday through Friday, excluding holidays.

# Office of the Sheriff

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## Benefits

In the Adult Detention Center, there are two posts that provide safe and secure housing for inmates with mental illness. Post 26 is used to house men, and post 27 is used to house women. Using these posts provides numerous benefits to both the ADC and inmates with mental illness. Most importantly, these posts allow for more effective monitoring of inmates by the jail-based behavioral health staff (CSB). The CSB team is stationed near both of these posts. The CSB team is also able to more thoroughly screen and assess those inmates with mental illness, which in turn leads to better targeted services, stabilization, and ultimately to maintaining the least restrictive environment possible. The two posts also help these inmates to become more stable and better cope with the jail environment. Each mental health cell has a window with a view to the outside and natural sunlight, which has proven to be very therapeutic for inmates suffering from mental illness.

The reduction in traffic and noise, the ability to control light and dark in each room, and the immediate access to CSB staff have made the area much healthier for the inmates and safer for everyone.

## Mandates

Providing for safe and secure housing is mandated by the Code of Virginia and the U.S. Constitution. In addition, this LOB is governed by accrediting agencies, which include the American Correctional Association, National Commission on Correctional Healthcare, and Virginia Department of Corrections.

Providing for safe and secure inmate housing is a mandated service governed by the following laws: Virginia Code § 53.1-93; Constitution of Virginia, Article VII, Section 4; Department of Corrections Minimum Standards; JLARC. These laws establish mandates and guidelines for the operation and construction of areas, which include but are not limited to, jails and lockups and any satellite housing under the authority of the Sheriff's Office. The laws also establish guidelines and mandates for the accepted practices for Sheriffs in jurisdictions with jails, lockups and detention facilities.

The following laws establish mandates and guidelines for the accepted practices for Sheriff's Offices with areas that include, but are not limited to, jurisdiction with local jails, lockups and detention/correctional facilities. They incorporate all functions within the inmate classification and records branch: Virginia Code §§ 53.1-192-197; 53.1-198-202; 53.1-133; 53.1-113; 53.1-93; 53.1-68; 53.1-80-83; 443F supplement 965 (1977); Part IV, Article V, Code of Virginia Department of Corrections Minimum Standards.

## Trends and Challenges

More than 40 percent of the inmate population suffers from a mental illness. While the overall jail population has decreased from 1228 in FY 2014 to 1108 in FY 2015, the percentage of inmates taking psychotropic medications rose from 15.4 percent in FY 2014 to 17.4 percent in FY 2015.

In FY 2015, a mental health inmate with significant mental health issues died while in the custody of the Sheriff's Office. The Sheriff's Office has used this incident to review policies and make appropriate changes. Crisis Intervention Team training was enhanced and expanded to meet state standards. The use of Tasers in the jail has been suspended and is under review. Developing a method of using medication for safety purposes is under discussion. Finally, the implementation of telepsychiatry services is nearing completion. This will enable video conferencing between CSB staff and the inmate 24/7 rather than the very limited number of hours psychiatric advice is available today

A number of factors contribute to these individuals being incarcerated – most notably, a lack of understanding of mental health issues on the part of the responding officer and limited resources that prevent county agencies from establishing effective mental health programs.

# Office of the Sheriff

Fairfax County government and community leaders recently launched an initiative called Diversion First, to reduce the number of people with mental illness in local jails by diverting non-violent offenders experiencing mental health crises to treatment instead of incarceration. Local leaders announced a commitment to set up a basic jail diversion program by January 1, 2016, with the following initial components in place, to be expanded and further developed over the next 3 to 5 years:

- Ongoing Crisis Intervention Team (CIT) training for local law enforcement personnel;
- A therapeutic Crisis Assessment Site at the new CSB Merrifield Center, where police will be able to transfer custody of nonviolent offenders who may need mental health services to a CIT-trained deputy and officer there, instead of taking them to jail;
- A second CSB Mobile Crisis Unit to increase the County's capacity to provide emergency mental health personnel in the field; and
- A Mental Health Docket in the Fairfax County court system.

The Sheriff's Office is allocating two deputies to the Assessment Site beginning January 1, 2016, from its current staffing level. As with all staff expansion requests, the assignment cannot be assured long term without permanent position authorizations.

Further, the Sheriff has requested as part of its Public Safety Staffing Plan a number of Confinement/Mental Health positions. The services related to these positions are already being provided, but unless the positions can be authorized, the services are at risk should the inmate population increase and/or maintaining staffing levels becomes a problem. Requests include additional support for the male mental health block, and additional deputies to staff a separate female mental health block.

## Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
<b>LOB #222: Safe and Secure Forensic Housing</b>			
<b>FUNDING</b>			
<u>Expenditures:</u>			
Compensation	\$2,172,984	\$2,198,161	\$2,124,656
Operating Expenses	398,494	434,297	421,020
<b>Total Expenditures</b>	<b>\$2,571,478</b>	<b>\$2,632,458</b>	<b>\$2,545,676</b>
General Fund Revenue	\$1,325,952	\$1,458,466	\$805,155
Net Cost/(Savings) to General Fund	\$1,245,526	\$1,173,992	\$1,740,521
<b>POSITIONS</b>			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	24 / 24	24 / 24	24 / 24
<b>Total Positions</b>	<b>24 / 24</b>	<b>24 / 24</b>	<b>24 / 24</b>

# Office of the Sheriff

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## Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Average Daily Population of inmates receiving psychotropic medications	199	189	193	175	150
Total transports	69	78	88	115	130
Referrals to forensics	4,717	4,250	4,503	4,250	4,000

The Fairfax County Sheriff's Office continued to provide safe and secure forensic housing as mandated by law. The Adult Detention Center is the primary facility for managing an average daily population of 970 inmates for FY 2015. This was a decrease from 1,065 in FY 2014. The overall count of 1108, which includes those inmates assigned to the Alternative Incarceration Branch, also decreased proportionately. However, the average daily population for inmates taking psychotropic medications has increased from 189 in FY 2014 to 193 in FY 2015, or 14.4 percent of the FY 2014 population to 17.4 percent of the FY 2015 population.

With the scheduled opening of the Diversion Center in January 2016, it is expected that the number of inmates receiving psychotropic medications will decrease because these individuals will no longer be brought to the jail. It will take some time of actual incidents to be able to more accurately track this change.

Further, total transports are expected to increase. Two deputies will be working full time at the Diversion Center to make sure all nonviolent mental health patients are taken to whatever bed is identified as being available, anywhere in the state.

Finally, the number of inmates coming into the ADC's mental health unit should be reduced. Again, the impact of these program changes will not be known until the Diversion Center is operational for a sustained period of time.