



Response to Questions on the 2016 LOBs

Request By: Supervisor Herrity

Relevant LOB(s): LOBs #215 - #222

Question: Provide metrics that demonstrate efficiency in the Office of the Sheriff.

Response:

The following table reflects efficiency performance measures for the Office of the Sheriff. Many of these measures have been reported in annual budget documents for several years; however, others are new measures which the agency has only recently begun collecting data and other measures are just being developed. Going forward, the Office of the Sheriff intends to report on all of these measures in future year budget documents. Details on some of the new measures are included below:

Court Services:

The Sheriff's Office has established three measures to track the work performed by Line of Business (LOB) #218 Legal Process Service based on the increased complexity associated with executing civil processes. These measures are designed to track the amount of time required to perform each service. These measures should allow management to determine the amount of staff required over time as the balance of work shifts between services and as procedural/safety demands change. The services provided are described below:

- **Postable Services** – Services such as summonses or subpoenas that only require a deputy to post the process at an individual's home if no one is available to receive the papers. The number of postable services has declined in recent years compared to the more complex services;
- **In-person Services** – Services such as out-of-state services, services to any business office or orders of the court that require the individual being served to be present at the time that the process is executed. These services often require multiple trips to a single site to execute a process;
- **Complex Services** – Services such as levies, distress seizures, protective orders and evictions that require significantly more time and pose a higher threat to deputy safety. Often this work is spread over multiple days and may require careful data gathering and risk assessment before action can be taken. More than one deputy may be needed to carry out these services. Legal or court changes also affect these services. For example, the recent requirement to collect weapons when a protective order is issued increases the complexity and risk for executing these services.



Confinement (#220):

The Sheriff's Office will begin tracking "Fairfax daily cost compared to average of other local Northern Virginia jails" and "Fairfax total inmate responsible days compared to other local Northern Virginia jails" as reported by the Virginia Jail Study. These measures compare Fairfax to Arlington, Loudoun, and Alexandria which are the only other Northern Virginia jurisdictions that have local jails. This comparison data will allow the Sheriff's Office to benchmark spending against other local jails to ensure that Fairfax County's daily costs remain in line with other jurisdictions in spite of the County housing significantly more inmates.

Services:

A primary goal of the Sheriff's Office is to provide inmates with education and life skills programs to increase their chances of becoming productive members of our community when they are released and to reduce recidivism rates (LOB #221). In future years, the Sheriff's Office will track the "Percent of inmates that are potential education students actually enrolled in an education program" and the "Percent of inmates that pursued a general education diploma (GED) or regular high school diploma that actually received one" to determine the success of education programs. This will allow the Sheriff's Office to evaluate initiatives designed to get inmates to enroll in education programs and the success rate of inmates that do. This information will guide changes in the education programs to increase participation and success rates, which should ultimately reduce recidivism rates.



Office of the Sheriff

Agency Efficiency Measures

| Division | Efficiency Measure | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 |
|-----------------|---|-----------|-----------|-------------------|-----------|-----------|
| | | Actual | Actual | Estimate/Actual | Estimate | Estimate |
| Admin | Total funds managed per budget and accounting staff (in millions) | \$ 8.06 | \$ 8.34 | NA / \$8.49 | \$ 9.11 | \$ 9.16 |
| | Agency positions per Human Resources staff | 60.2 | 60.0 | NA / 60.2 | 60.2 | 60.5 |
| Courts Services | Court docket items per Court Security deputy | 6,055 | 6,307 | NA / 6,296 | 5,189 | 5,189 |
| | Average time required for each postable service | NA | NA | NA | NA | NA |
| | Average time required for in-person services | NA | NA | NA | NA | NA |
| | Average time required per complex services | NA | NA | NA | NA | NA |
| Confinement | Total daily jail cost per inmate day | \$ 170.13 | \$ 173.10 | \$174.00/\$181.88 | \$ 198.00 | \$ 210.00 |
| | Fairfax daily cost compared to average of other local Northern Virginia jails | 90% | 99% | NA / 104% | 104% | 104% |
| | Fairfax total inmate responsible days compared to other local Northern Virginia jails | 344% | 300% | NA / 303% | 300% | 300% |
| Services | Average healthcare cost per prisoner day | \$ 12.79 | \$ 13.20 | \$13.20 / \$14.47 | \$ 14.75 | \$ 14.90 |
| | Average healthcare cost per inmate contact | \$ 10.65 | \$ 10.48 | NA / \$10.63 | \$ 11.03 | \$ 11.32 |
| | Average cost per meal | \$ 1.26 | \$ 1.37 | \$1.42/ \$1.56 | \$ 1.60 | \$ 1.65 |
| | Percent of inmates that are potential education students actually enrolled in an education program. | NA | NA | NA / 21% | 25% | 25% |
| | Percent of inmates that pursued a general education diploma (GED) or regular high school diploma that actually received one | 94% | 82% | NA / 58% | 78% | 78% |
| | Percent of eligible community labor force (CLF) participants that are actually working | 87% | 85% | 86% /80% | 76% | 76% |