Mission

The court's mission is to provide an independent, accessible, responsive forum for the just resolution of disputes to preserve the rule of law, and to protect all rights and liberties guaranteed by the United States and Virginia Constitutions. The Court Services Division serves the Courts and the community by providing information, client supervision and a wide range of services while advocating public safety.

Connection to the Countywide Strategic Plan

The Fairfax County Board of Supervisors adopted the first-ever Countywide Strategic Plan on October 5, 2021. The Countywide Strategic Plan serves as a road map to help guide future work, focusing on the 10 Community Outcome Areas that represent the issues of greatest importance to the community. The Department of Management and Budget continues to integrate the Countywide Strategic Plan into budget documents. For information on how the agency's program performance contributes to these goals, please see the Performance Measurement Results by Community Outcome Area. For more information on the Countywide Strategic Plan, please see <u>www.fairfaxcounty.gov/strategicplan/.</u> The General District Court primarily supports the following Community Outcome Area:



Community Outcome Area	Vision Statement				
Safety and Security	All people feel safe at home, school, work and in the				
	community.				

Focus

The General District Court (GDC) operates under the administrative guidance of the Office of the Executive Secretary of the Supreme Court of Virginia and the Committee on District Courts. It administers justice in the matters before the Court. The Court's operations include the County Court Services Division and the State Clerk of the GDC's Office.

The GDC is part of the judicial branch of the state government. Judges and deputized court personnel staff the Civil Division, Criminal Division, Traffic Division, and Administration Division and are primarily state-funded and supplemented locally. They provide extensive public service to citizens, are critical to the judicial process, and collect revenue for the County. The Court Services Division (CSD) is funded primarily with County funds and supplemented by state grants, and its positions are County merit positions. The CSD is comprised of four units: The Pretrial Evaluation Unit, the Supervision Unit (Supervised Release Program and Probation Program), the Administrative Unit, and the Volunteer/Intern Unit. The CSD collects and provides information on incarcerated defendants to assist judges and magistrates with release decisions; provides pretrial community supervision to defendants awaiting trial and supplies probation services to convicted misdemeanants and convicted non-violent felons (Class 5 and 6). The CSD also manages court-appointed counsel and interpretation services and provides adult supervision services to the Circuit and Juvenile and Domestic Relations District Courts (JDRDC).

County and state financial constraints and limited grant funding affect staffing and the level of service that the agency can provide. Increases in caseload, legislative changes, and increases in reporting requirements also have a major impact on how the Court operates. Since these factors are outside the Court's control, it is often difficult to anticipate trends and future needs.

Type of Case	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Criminal	22,757	15,713	16,909	22,092	22,092
Traffic	197,771	73,487	102,768	118,329	118,329
Civil	35,224	29,462	29,027	31,866	31,866
Total	255,752	118,662	148,704	172,287	172,287

The following chart highlights the General District Court's total court caseload from FY 2020 through FY 2024 (estimated).

In FY 2022, total caseload or new case filings increased 25 percent from the previous year, a result of gradual return to pre-COVID-19 pandemic operating status but remains 53 percent lower than pre-COVID-19 pandemic levels. Traffic and Criminal cases increased 40 percent and eight percent, respectively. Civil cases decreased one and a half percent and are expected to increase in FY 2023 as federal rent relief programs and eviction moratoriums implemented during the pandemic end. Civil Commitments, a subset of Civil cases that relate to mental health, have increased from FY 2019 to FY 2022. Total caseload volume is anticipated to increase slowly as the population becomes vaccinated and the spread of COVID-19 is reduced.

The agency has identified key drivers that impact future initiatives and guide the Court Services Division's goals and objectives. All are carefully aligned with the mission of the Court: to provide an independent, accessible, responsive forum for the just resolution of disputes while advocating Public Safety.

Staffing and Resources

The Diversion First initiative is a multiagency collaboration to reduce the number of people with mental illness in local jails by diverting non-violent offenders experiencing mental health crisis to treatment instead of incarceration. These cases involve clients with dual diagnoses requiring intensive supervision, significant coordination, and multiple hearings/status reports. Probation counselors provide community supervision, judges perform legal research, case file review, and draft legal documents, and court staff improve coordination between legal, medical and treatment providers.

In addition to County support, the operation of CSD depends on funding from a state grant from the Department of Criminal Justice Services (DCJS).

Caseload

The average daily caseload per probation counselor remains above the state benchmark as inmates are released from jail on community supervision. Caseloads fluctuate based on program placements and actual number of days of supervision each placement requires. As a result of social distancing efforts to protect public health during the COVID-19 pandemic, court dockets were limited and some hearings were deferred, resulting in probationers being supervised longer. The length of supervision per Supervised Release Program (SRP) placement increased 71 percent in the last 5 years (99 days per placement in FY 2018 to 169 days in FY 2022) as probationers were supervised for longer periods. The average daily caseload per probation counselor position declined 13 percent in FY 2022 compared to the previous year (81 total cases per probation counselor position in FY 2022 from 93 total cases in FY 2021); however, the agency has been challenged with vacancies. The number of intensive Supervised Release Program (SRP) cases decreased 16 percent from the previous year and has increased 37 percent since the Diversion First initiative began in FY 2018. The state standard is 40 SRP cases or 60 Probation cases, *but not both*, per probation counselor.

Value of Community Supervision

Community supervision programs, including the Diversion First initiative, provide community supervision in lieu of incarceration for lower risk defendants that qualify. This improves citizen outcomes as they can more readily access treatment, maintain employment and family responsibilities, and maintain public safety, while also reducing the Adult Detention Center (ADC) population. Probation Counselors provide supervision through a Supervised Release Program (SRP) which increases the estimated jail days saved.

Value of Community Supervision (Estimate based on FY 2022 Actuals)	Supervised Release Program	Probation
# Of placements	1,927	942
# Of active supervision days	326,559	290,022
% Defendants likely to remain incarcerated without SRP	15%	5%
Estimated jail days saved	48,984	14,501

See the Performance Measurement Results section for more detail on SRP and Probation Program statistics.

In FY 2022, the Volunteer Unit recorded no hours performed by volunteers, the same as in FY 2021, down from 1,198 hours in FY 2020 as volunteers declined to work to protect their health during COVID-19. Therefore, staff and judges conducted client interviews for eligibility for court-appointed attorneys in the absence of volunteers.

The Clerk's Office performs case and financial management, including collection of \$4.0 million in revenue per year for the County, up 31 percent from \$3.0 million in FY 2021 related to the slow resumption of cases and court hearings following the height of the COVID-19 pandemic. Approximately \$2.8 million is collected for General District Court fines, court costs, interest on local charges, attorney fees and for courthouse maintenance and \$1.1 million is collected for other County agencies such as the Sheriff's Department. Police Department, and the Law Library. The Clerk's Office collects an additional \$1.0 million for the Towns of Vienna and Herndon and for Toll Road and Hot Lanes operators as well as \$6.8 million in revenue for the State of Virginia. Some County revenue collected offsets expenditures for legal counsel for indigent defendants on County charges and a small fraction of revenue is from postage reimbursement from the state. The Clerk's Office is composed of approximately 102 state employees who support 12 state Judges. The Clerk's Office operates 11-12 courtrooms every morning and 8-10 courtrooms each afternoon. It operates in three distinct locations, Fairfax daily, and in the Towns of Vienna and Herndon on a weekly basis. Judges also hear cases in Fairfax City with support of the Clerk's Office. The office is the face of the court to the public and serves hundreds of thousands of citizens through its over 20 public service counters, demanding telephone call center, and through electronic filing of many court documents. It is an integral part of the GDC and is supported by the County according to the Code of Virginia. Previously monitored by the Court Services Division, the Clerk's Office conducts mental health monitoring that provides Judges, defense attorneys, the courts, and mental health staff with prompt updates on status and expedites processing of mental health cases to improve outcomes for this vulnerable population. The Supervised Release Program mental health review docket, expedites hearings, reducing the typical wait time for hearing while incarcerated by 88 percent (typically 120 days in jail down to 14 days in jail). Citizens are evaluated to determine mental competency. These hearings are expedited producing a cost avoidance as citizens' wait time for a hearing is drastically reduced.

During the pandemic, the Clerk's Office quickly and effectively implemented many new procedures for citizens' safety in conducting business with the court. These included electronic filing of emergency motions, bond motions, and required case papers in civil and criminal/traffic cases. The court also provided video hearing capabilities in many instances to conduct emergency hearings, advisement hearings, bond reduction hearings, and other court hearings as necessary. Expediting hearings, especially for those who need treatment and services, improves outcomes for citizens, enhances public safety, and reduces costs as fewer inmates need transportation between jurisdictions. The Clerk's Office set up special dockets for pro se litigants in landlord tenant cases to help both parties navigate the complexity of the legislation and obtain resources and funding made available as a result of a judicial emergency and eviction moratorium. At the end of FY 2020 and through FY 2022, the Clerk's Office has continued to maintain opportunities for citizens to interact with the court to include 24/7 email availability and responses within one to two business day and an updated, current website detailing new court procedures.

State Salary Supplements

As part of the <u>FY 2017 Adopted Budget Plan</u>, the Board approved a 15 percent local salary supplement for eligible Clerk's Office deputized staff. The salary supplement for the Clerk's Office assists with employee retention, provides more equitable compensation, provides comparable salaries to surrounding jurisdictions, improves service delivery, and reduces the risk that citizens' civil liberties are negatively impacted.

A local salary supplement was also approved for eligible state positions in the Office of the Public Defender (OPD) in FY 2017 to raise their salaries to be consistent with their counterparts at the Office of the Commonwealth's Attorney. In FY 2022, funding was included to extend 15 percent salary supplements to support staff in the OPD. It should be noted that in the <u>FY 2021 Adopted Budget Plan</u> salary supplements for the OPD were standardized at 15 percent moving forward for all new hires. In addition, the <u>FY 2022 Adopted Budget Plan</u> extended supplements to the remaining support staff in the OPD and included a 15 percent local salary supplement for District 29 Probation and Parole Office staff in Fairfax County and the City of Fairfax. The salary supplement assists with employee retention, provides comparable salaries to local jurisdictions, and reduces the number of vacant case manager positions for the supervision of offenders. The Administrative Unit of the Court Services Division administers the salary supplement for the Clerk's Office, Probation and Parole Office, and the Office of the Public Defender; however, it has no authority or oversight of responsibilities for those offices.

Shared Resources

Criminal Record Specialists in the Pretrial Evaluation Unit are the primary providers of mandated criminal record checks, rather than the arresting officer, which allows police to return to their public safety duties more quickly. Criminal record checks are also provided to the judiciary of the GDC, Circuit Court, and JDRDC to assist with bond determination, and to the Alcohol Safety Action Program (ASAP), the Opportunities, Alternatives & Resources Program (OAR), and the Court Services Supervision Unit who determine eligibility for placement into various programs and monitor that no further criminal activity occurs. Criminal Record Specialists provided 15,737 record checks in FY 2022, up three percent compared to the previous year (15,329 in FY 2021), mainly for police seeking more criminal arrest warrants and despite a change in legislation that made arrest of marijuana a civil penalty rather than criminal.

Additional critical and effective CSD programs for the community include the Alcohol Diversion Program (ADP), the Driving on Suspended Program (DOS), the Veterans Treatment Docket (VTD), and Diversion First.

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The ADP program clients increased 75 percent from FY 2021 to FY 2022 (four to seven clients). In recent years, overall program participation declined due to fewer underage drinking charges, often issued at concerts attended by college students, and the institution of on-campus diversion programs and also attributed to colleges operating remotely during the COVID-19 pandemic.

The VTD program provided active supervision to 17 Veterans in FY 2022, a decline of eleven percent compared to 19 in FY 2021. There were nine total closures, one more than in FY 2021, with eight successful graduates after roughly 13-22 months of intensive program participation to address issues such as substance abuse, post-traumatic stress disorder, mental health issues, and traumatic brain injury, and on participant self-terminating. At the beginning of FY 2023, there were eight Veteran participants, a decrease of 27 percent compared to the beginning of FY 2022 (11). Program administration continues under the Fairfax-Falls Church Community Services Board (CSB), with continued collaboration with the CSD and the State Probation & Parole Office.

The highly effective DOS program served 36 clients in FY 2022, a 57 percent increase from 23 clients in FY 2021. Decline in past years is attributed to program effectiveness, but most recently to an FY 2020 legislative change that prohibits the suspension of one's driving privilege by the Department of Motor Vehicles merely for unpaid fines and costs. The program assists participants in preparing for and navigating the requirements of license reinstatement.

In collaboration with the CSB, the Diversion First program identifies and screens incarcerated individuals for mental health needs with the aim of diverting gualified individuals to treatment in lieu of incarceration while under intensive court supervision. In FY 2022, the Diversion First review docket (now the Mental Health Docket and the Competency & Compliance Docket), eliminated an estimated 15,972 jail days through supervision in lieu of incarceration, an increase of 7 percent from the previous year (14,861 jail days) and up 519 percent since FY 2019 (2,582 jail days saved). At arraignments, 302 individuals were placed on SRP with a release plan including mental health evaluation, outpatient or residential treatment plans, and/or referral to jail diversion, an increase of 21 percent from 250 in FY 2021. In FY 2022, 36 percent (885 of 2,488 total) SRP placements had behavioral health concerns, up from 29 percent the prior year. There were 553 defendants who scored positive on the brief jail mental health screening, up from 397 the prior year and 42 percent of those were administered an advanced screening and needed further assessment. Of that group, 88 percent were referred to treatment. There were 263 total advanced screenings administered in FY 2022 a decrease of 19 percent from FY 2021. There were 366 individuals referred to CSB for a mental health evaluation, up 40 percent from FY 2021. In the end, there were 234 individuals referred to mental health treatment, 18 percent more than the prior year. The number of intensive supervision participants is growing, in turn reducing the jail population, as clients are supervised in the community with access to treatment.

Restitution collections totaled \$278,268, a 20 percent decrease from \$346,033 in FY 2021 partially attributed to a decline in caseload as well as overall economic volatility. Community service hours performed increased 65 percent from 815 hours in FY 2021 compared to 1,342 hours in FY 2022, partially due to COVID-19 restrictions.

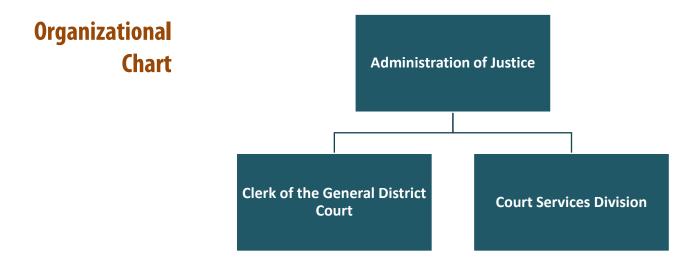
Diversity

Interpreter assignments have decreased one percent in FY 2022 to 1,181 assignments. The CSD staff manages interpretation services for languages other than Spanish, including sign-language. Recruitment of bilingual probation counselors allows for effective management of the caseload of Spanish-speaking clients and ensures equitable services are provided.

Court appointed attorneys are assigned to indigent defendants to ensure they have adequate legal representation when conviction could result in jail time. Attorney assignments increased 11 percent from 10,208 assignments in FY 2021 to 11,339 assignments in FY 2022, reflective of the increase in new case filings after emerging from the COVID-19 pandemic.

The addition of valuable risk assessment tools and an increase in mandatory reporting requirements have increased the workload, but have improved equity, allowing more inmates to qualify for community supervision in lieu of incarceration.

- Virginia Pretrial Risk Assessment Instrument (VPRAI)
- Modified Offender Screening Tool (M/OST)
- Offender Screening Tool (OST)
- PRAXIS Case Management Tool (STEPS)



Budget and Staff Resources

Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Revised	FY 2024 Advertised			
FUNDING							
Expenditures:							
Personnel Services	\$3,607,866	\$4,537,380	\$4,784,388	\$5,191,799			
Operating Expenses	668,673	917,559	1,221,935	922,559			
Total Expenditures	\$4,276,539	\$5,454,939	\$6,006,323	\$6,114,358			
Income:							
Courthouse Maintenance Fees	\$142,644	\$143,245	\$143,245	\$152,280			
General District Court Fines/Interest	60,027	68,856	68,856	68,856			
General District Court Fines	2,595,966	3,282,300	2,595,966	2,673,845			
Recovered Costs - General District Court	33,616	71,391	31,340	31,340			
State Reimbursement - General District							
Court	51,121	85,265	85,265	85,265			
Total Income	\$2,883,374	\$3,651,057	\$2,924,672	\$3,011,586			
NET COST TO THE COUNTY	\$1,393,165	\$1,803,882	\$3,081,651	\$3,102,772			
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)							
Regular	38 / 38	39 / 39	41 / 41	41 / 41			
State	197 / 194	197 / 194	210 / 207	210 / 207			

This department has 8/8.0 FTE Grant Positions in Fund 50000, Federal-State Grants.

FY 2024 Funding Adjustments

The following funding adjustments from the <u>FY 2023 Adopted Budget Plan</u> are necessary to support the FY 2024 program:

Employee Compensation

An increase of \$218,502 in Personnel Services includes \$63,397 for a 2.00 percent market rate adjustment (MRA) for all employees and \$64,101 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2023. The remaining increase of \$91,004 is included to support employee retention and recruitment efforts that will reduce pay compression and align the County's pay structures with the market based on benchmark data.

Agency Leadership Positions

As previously approved by the Board of Supervisors as part of the *FY 2022 Carryover Review*, an increase of \$252,008 is associated with the addition of a Court Services Director and a Management Analyst III within the Court Services Division. This funding includes \$247,008 in Personnel expenses and \$5,000 in Operating expenses. It should be noted that an increase of \$124,992 is included in Agency 89, Employee Benefits, for a total of \$377,000. For further information on Fringe Benefits, please refer to the Agency 89, Employee Benefits, narrative in the Nondepartmental program area section of Volume 1.

\$252.008

\$218.502

General District Court

Salary Supplement for Eligible State Employees

An increase of \$188,909 is included for salary supplements to eligible state positions in the Clerk's Office, the Office of the Public Defender, and the Fairfax District 29 Probation and Parole Office. The County provides 15 percent supplements to identified state positions. This increase is a result of a 5 percent salary increase from the State in FY 2023 and reflects additional supplements for new positions awarded by the State. Of this total, \$115,965 will support state positions in the Clerk's Office, \$15,159 will support positions in the Office of the Public Defender, and the remaining \$57,785 will support positions in the Probation and Parole Office.

Changes to <u>FY 2023</u> <u>Adopted</u> <u>Budget Plan</u>

The following funding adjustments reflect all approved changes in the FY 2023 Revised Budget Plan since passage of the <u>FY 2023 Adopted Budget Plan</u>. Included are all adjustments made as part of the FY 2022 Carryover Review and all other approved changes through December 31, 2022:

Carryover Adjustments

As part of the FY 2022 Carryover Review, the Board of Supervisors approved funding of \$299,376 in Operating Expenses due to encumbered carryover.

Agency Leadership Positions

As part of the FY 2022 Carryover Review, an increase of \$252,008 is associated with the addition of a Court Services Director and a Management Analyst III within the Court Services Division. This funding includes \$247,008 in Personnel expenses and \$5,000 in Operating expenses.

Position Detail

The FY 2024 Advertised Budget Plan includes the following positions:

GENER/	AL DISTRICT COURT – 251 Positions		
	tration of Justice		
1	Chief Judge S		
11	General District Judges S		
Office o	f the Public Defender ¹		
1	Chief Public Defender S	4	Investigators S
1	Deputy Public Defender S	1	Officer Manager S
4	Sr. Asst. Public Defenders S	4	Mitigation Specialists S
9	Assistant Public Defenders II S	6	Legal Assistants S
10	Assistant Public Defenders I S		
Clerk of	the General District Court ²		
1	Clerk of the General District Court S	21	Supervising Deputy Clerks S
1	Chief Deputy Clerk S	79	Deputy Clerks S, 5 PT
Probatio	on and Parole Officers ³		
1	Probation Manager II S	1	Office Services Specialist S
13	Probation Officers II S	3	Office Services Assistants S
30	Probation Officers I S	1	Admin and Office Specialist II S
4	Probation Officer Assistants S	1	Psychologist I S
1	Office Services Supervisor S	1	Cognitive Counselor S

\$188,909

\$299,376

\$252.008

Court S	ervices Division		
1	Director of Court Services	2	Paralegals
1	Manager, Gen. Dist. Court Services	1	Network/Telecom. Analyst II
1	Probation Supervisor II	1	Management Analyst II
3	Probation Supervisors I	1	Human Resources Generalist I
1	Management Analyst III	1	Administrative Assistant V
15	Probation Counselors II	3	Administrative Assistants III
5	Probation Counselors I	5	Administrative Assistants II
S	Denotes State Position(s)		
PT	Denotes Part-time Position(s)		

¹ In FY 2017, 23/23.0 FTE Office of the Public Defender (OPD) positions were added to the state position count only to administer the pay supplement for state employees approved as part of the <u>FY 2017 Adopted Budget Plan</u>. In FY 2021, salary supplements were standardized at 15 percent for new hires. In FY 2022, the salary supplement was expanded to an additional 11/11.0 FTE administrative and support positions to include all staff in the OPD, as well as 4/4.0 FTE new attorneys approved by the state. In early 2020, 2/2.0 FTE were added. The County does not provide any other support for OPD positions.

² It should be noted that Personnel Services-related costs for Clerk of the General District Court state positions are primarily funded by the state; however, the County does provide a salary supplement as well as miscellaneous operating support for these positions. In FY 2022, the state approved 10/9.5 FTE positions to support the Clerk's Office. In FY 2023, the state approved an additional 10/10.0 FTE positions to support the Clerk's Office.

³ In FY 2022, 53/53.0 FTE Probation and Parole Officers and office support staff were added to the state position count only to administer the pay supplement for state employees. The County does not provide any other support for Probation and Parole positions.

Performance Measurement Results by Community Outcome Area

Safety and Security

All services provided by the Court Services Division (CSD) address the agency mission. CSD provides information on incarcerated defendants, provides pretrial and post-trial community supervision, manages the court-appointed attorney system for indigent defendants, manages interpretation services for the non-English speaking and hearing-impaired population, manages volunteer services, and answers questions about the judicial process for the public. In order to address and advance the agency mission, CSD also actively advocates for public safety within the community.

Pretrial Investigations

The Pretrial Evaluation Unit provides critical information about defendants to the judiciary (magistrates and judges) to assist them in making informed decisions about defendants' release/detention status. The investigation process has several components: defendant's interview, phone calls to references (family, employers, neighbors, etc.), and extensive record checks to include the National Crime Information Center (NCIC), the Virginia Crime Information Network (VCIN), local criminal records, DMV, and court records throughout the Commonwealth for pending charges. In FY 2022, 4,447 pretrial investigations were conducted, a 24 percent increase from FY 2021 where 3,583 investigations were conducted, attributed to increases in arrests and referrals after partial recovery from the COVID-19 pandemic. The percent of staff bond recommendations accepted by the Judiciary was 89 percent in FY 2022 below the 91 percent target.

Supervised Release Program (SRP) and Probation Program

In FY 2022, SRP placements dropped 12 percent (1,927 placements from 2,185 placements the previous year) as well as days of supervision which decreased by 12 percent in the same period as clients were supervised for shorter periods.

Referrals, both SRP and Probation, are primarily by magistrates or General District Court judges and from mental health screenings and evaluations. The program provides intensive supervision and monitoring of lower risk defendants who might otherwise remain in jail while awaiting trial in addition to serving higher needs clients through Diversion First. In FY 2022, the percent of SRP cases successfully closed was 75 percent, higher than the target measure of 74 percent, which was adjusted to account for an increase in supervision of higher risk and higher needs clients.

Probation placements increased 29 percent (730 placements in FY 2021 to 942 placements in FY 2022) due to an increase in criminal arrests and case dispositions as courts slowly increased hearings emerging from the COVID-19 pandemic. However, total days of supervision for clients on Probation declined eleven percent in FY 2022 due to shorter periods of supervision per client. Caseloads in SRP and Probation vary from year to year based on the number and types of arrests. An increase in SRP cases has a far greater impact on staffing than an increase in standard probation cases. The percent of probation cases successfully closed was 79 percent, greater than the target of 73 percent.

Probation counselors in the Probation Unit supervise both SRP clients and those referred to probation at the final court date by court order. Probation counselors are required to see defendants either bi-monthly or weekly and must conduct weekly telephone check-ins and random drug testing. With each contact, it is strongly reinforced to the defendant that, to successfully complete the program, there must be no new violations of the law and that they must appear for all court dates.

	FY 2020	FY 2021	FY 2022	FY 2022	FY 2023	FY 2024
Community Outcome Area	Actual	Actual	Estimate	Actual	Estimate	Estimate
Safety and Security						
Effective and Equitable Administration of Justice						
Percent of staff recommendations accepted by the						
Judiciary	90%	89%	91%	89%	88%	88%
Percent of SRP cases successfully closed	78%	78%	74%	75%	74%	74%
Percent of probation cases successfully closed	77%	79%	73%	79%	73%	73%

A complete list of performance measures can be viewed at https://www.fairfaxcounty.gov/budget/fy-2024-advertised-performance-measures-pm