Police Department

Mission

The mission of the Fairfax County Police Department is to prevent and fight crime. The vision of the Fairfax County Police Department is to provide ethical leadership through engagement with the community to:

- Prevent and fight crime,

- Improve the culture of safety at work and within the community to preserve the sanctity of all human life, and

- Keep pace with urbanization.

Focus

As Fairfax County continues to experience robust changes in population growth, increasing urbanization, significant language and cultural diversity, and other demographic changes, the Police Department is committed to providing the highest quality law enforcement and public safety services to the community. Fairfax County has one of the lowest rates of violent crime nationwide compared to other jurisdictions with populations of more than one million. This exceptionally safe jurisdiction is maintained through the co-production of policing, which allows the department to partner with community stakeholders to ensure the department meets the needs of those we serve. Transparency is the cornerstone of the great public trust bestowed upon us which is supplemented by public accountability through the County's Police Civilian Review Panel and Independent Police Auditor.

The Office of the Chief uses sustainable transformational change practices to ensure all policing initiatives meet the needs of the County. The transformational change strategies include the concepts of One Fairfax, the department's strategic plan, and the pillars of professional policing objectives. In CY 2019, the department realigned several organizational components to leverage efficiencies to better serve the victims of crimes and to mentor and coach emerging leaders to ensure the stewardship of the agency for the next few decades in alignment with our vision statement.

The Internal Affairs Bureau (IAB) performs administrative investigations related to violations of policy, ethics, and integrity. Additionally, IAB provides liaison activities with the Police Civilian Review Panel and the Independent Police Auditor. The IAB has increased transparency of its investigations both internally and to the community, as can be evidenced on the department's public web site. The IAB is a direct report to the Chief of Police.

The Planning and Research Bureau (PRB), in collaboration with the Patrol Bureau Aide, provides analysis of all data related to crime, traffic, and strategic planning metrics. The PRB oversees the supervision of de-centralized crime analysts tasked with the analysis and reporting of all department data for decision making. Both state and national accreditation management is housed in the PRB; these processes ensure policies and procedures are nationally benchmarked resulting in leading-edge top practices to better serve the community. The PRB manages all incident command systems and related training for major events. The PRB also manages all legislative matters, community outreach, and assists in all communications from the Office of the Chief of Police.

In 2019, the department completed a realignment of the Incident Support Services (ISS) division. The ISS division is led by a civilian director reporting directly to the Chief of Police. The goal of ISS is to enhance the overall wellness of employees, volunteers, retirees, and community members though the delivery of certified wellness practices.

The department has strategically realigned the organization through the creation of two new bureaus designed to handle all major crimes, including cybercrimes. The ever-evolving expansion of digital evidence and computer forensic investigations, coupled with violent crimes, resulted in the Major Crimes Bureau (MCB) and the Cyber and Forensics Bureau (CFB).

Beyond the traditional metrics of service delivery, the department is committed to expanding community engagement through innovative outreach efforts. The following are examples of the department's effort to enhance engagement with the community:

- Reporting of all bias/hate crimes and events,

- The Chief's Diversity Council strategic plan and scorecard,

- Expansion of social media footprint utilizing Twitter, Facebook, YouTube, and Instagram,

- Developing an intranet Community Engagement Calendar to better coordinate and track department-wide event planning and participation, and

- Deploying a Mobile Recruiting Unit staffed collaboratively with the Fairfax County Department of Human Resources to enhance community-focused employment outreach.

The Fairfax County Police Department (FCPD) is nationally accredited and holds a certificate of advanced accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA). CALEA accreditation ensures the FCPD can be benchmarked favorably relative to the largest law enforcement agencies in the United States located in comparable urban settings. The department also achieved reaccreditation through the Virginia Law Enforcement Professional Standards Commission (VLEPSC) in September of 2018.

The co-production of policing methodology used in making policy changes is a key factor that establishes the department as a national leader in police reform. Co-production of policing engages all stakeholders in the process of policy change from inception through implementation. The co-production model is a process of creating reforms in the delivery of essential police services that our community desires.

The Police Department also engages the community through the Fairfax County Communities of Trust Committee (COT), which is composed of diverse community advocates and representatives from all public safety agencies. The COT aims to build trust with youth and the community by engaging in positive experiences. Several forums have been held throughout the community and numerous initiatives are in development to increase public safety engagement with the community to build mutual trust. COT has been supportive in the expansion of the department's Police Explorer Posts, from one unit to a total of three. The COT develops private sector funding sources to both expand the number of Explorer Posts and to increase other community engagement programs and activities offered to youth in our diverse communities.

The department continues to improve its culture of safety, internally and externally, by declaring its value of the preservation of the sanctity of all human life. The department's de-escalation training initiatives ensure all police officer recruits and patrol officers receive training in dealing with those suffering episodes of mental crisis. Additionally, the department continues to train recruits and incumbents in Crisis Intervention Team Training (CIT) to achieve a goal of 100 percent sworn officer certifications. This nationally recognized best practice significantly increases cooperation and understanding between officers and persons experiencing a mental health crisis.

The department is an active participant in the County's Diversion First Program designed to reduce the number of people with mental illness in the County jail. Diversions are intended for non-violent, misdemeanor-level crimes. The Police Department supports diversion services at the Merrifield Crisis Response Center on a 24 hour per day, seven days per week basis which is a foundational aspect of Diversion First and is recognized as a best practice in crisis intervention.

The Fairfax County Alternative Accountability Program (AAP) is a unique, collaborative, and community-oriented response to juvenile crime and wrongdoing in the community. Fairfax County Police Department School Resource Officers (SRO), as well as patrol officers, refer youth who commit select crimes to this program. The AAP represents a joint effort between the Fairfax County Police Department, Fairfax County Public Schools, Juvenile and Domestic Relations Court, Neighborhood and Community Services, and Northern Virginia Mediation Services. The program is designed to address critical issues affecting our youth by decreasing recidivism rates amongst youth offenders, addressing minority overrepresentation in discipline and justice proceedings, and focusing on victim and community stakeholder impact. The program uses restorative justice principles to reduce the number of court-involved youth by holding youth accountable for their actions without exposing them to risk factors associated with a criminal record. Also, AAP seeks to create appropriate and incident-specific responses for each referral by including support for families, victims, and community stakeholders, not just the offender.

The FCPD's Information Technology Bureau (ITB) issued a Request for Proposal (RFP) for the next generation Records Management System (RMS) in January 2020. The RFP phase is anticipated to be completed by spring of 2020. The new RMS will employ the latest technology currently available to the law enforcement community. It will have the capability to assimilate seamlessly the current RMS data, which will allow for enhanced analysis, identify emerging patterns of criminal activity, calculate performance measures included in the department's strategic plan, and prepare specific accountability measures relevant to commanders, directors, and executive rank officers. Further, it will enhance the transparency of police service delivery by ensuring aggregated information is accurate and timely with the ability to provide detailed crime statistics, advanced analytics, calls for service data, arrest statistics, demographics, and crime trend analysis through a wide range of indices and a robust case management platform for investigators.

The department actively leads regional traffic safety programs to combat aggressive driving, drunk driving, speeding, racing, gridlock, distracted driving, and fatal/injury crashes. The Traffic Division of the Operations Support Bureau provides traffic enforcement, mitigation, management, and investigation for all of Fairfax County.

The grant-funded Driving While Intoxicated (DWI) Squad continues to be effective in apprehending a large number of impaired drivers, and the Motor Squad's enforcement of traffic violations remains successful since the implementation of the E-summons system. The Traffic Safety Division's strategic plan continues to place importance on a primary goal to combat the highly dangerous distracted driving epidemic, which includes educational awareness and enforcement components. The DWI squad will increase their enforcement efforts and implement innovative techniques including drug recognition expert training.

The department continues to work with the Office of Emergency Management, agency partners, and communities across the region to be prepared for any natural and human-made threats or disasters. These collaborative partnerships will ensure the community is prepared to address all hazards in a safe and expedient manner to prevent injury, death, and destruction.

Keeping pace with urbanization to include Tysons, the Metro Silver Line extension, Springfield Town Center, South County development, and other micro-urban development countywide, will continue to challenge the department for decades to come. Providing basic police service in urbanized areas requires different policing modes and resources than traditional methods in the suburban model the department has been using for many decades. The department's Five-Year Strategic Staffing Plan thoroughly depicts the staffing needs desired to meet current urbanization demands including the future addition of a South County Police District Station, expanded animal enforcement services, and expanding police services in the Tysons area. A redistricting project is underway that will illustrate the new station's boundaries and the positive impact to the existing eight police stations and the community.

On September 24, 2019, the Fairfax County Board of Supervisors approved the implementation of the Body-Worn Camera (BWC) Program which consists of 1,210 cameras issued to all district stations and other key operational staff. Phase I was implemented in FY 2020 and deployed 416 cameras at the Mason, Mount Vernon, and Reston Stations, as well as officers assigned to K-9, Motors and DWI Squad at the Operations Support Bureau. Phase II, originally scheduled for implementation in FY 2021, was deferred to FY 2022 due to the COVID-19 pandemic and will deploy 338 cameras to patrol officers at the Sully Station, McLean Station, and West Springfield Station. Phase III will complete the project with 456 cameras deployed at the Fair Oaks and Franconia District Stations, Animal Protection Police, CIT/Diversion First, Parking Enforcement and future staffing for South County. Funding was also identified for infrastructure upgrades at the police stations to coincide with the phased implementation.

Pandemic Response and Impact

In response to the impact of the COVID-19 pandemic, the Fairfax County Police Department created a temporary Emergency Bureau and modified several lines of business. These changes include a shift in personnel and resources in several areas. The supplemental Safety Officer program was activated to full-time status providing 24-7 support to patrol operations. Safety Officers trained and supervised officers who serve on a Prisoner Transport Vehicle program and Infectious Disease Response Team which reduce and mitigate high risk exposure environments. School Resource Officers were reassigned to serve in an expanded Community Reporting System to take non-priority calls for service, reducing exposure between community members and officers.

Additionally, the department implemented robust internal communication efforts to better inform and listen to officers about operational concerns prompted by the pandemic. FCPD also prioritized Community Protective Equipment (PPE/CPE) through the logistics section of the Emergency Bureau. Tracking systems with daily and weekly dashboards were created to capture the burn rate of personal protective equipment as well as staffing levels, crime trends, police services and COVID-19 related activity. Training was modified for police recruits and incumbents, using video teleconferencing and e-Learning alternatives. Leading through transparency, dashboards were shared with County partner agencies. A public dashboard was created on the Police Department's website. The Police Department is adapting to the changing environment and is staying engaged with the community through social media and virtual community meetings.

Organizational Chart

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                    │  Chief of Police │
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┌──────────────────┐                      ┌──────────────────┐
│ Services/Command │                      │      Patrol      │
│    Operations    │                      │                  │
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┌──────────────────┐                      ┌──────────────────┐
│ Animal Protection│                      │   Major Crimes   │
│      Police      │                      │      Bureau      │
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│    Operations    │
│     Support      │
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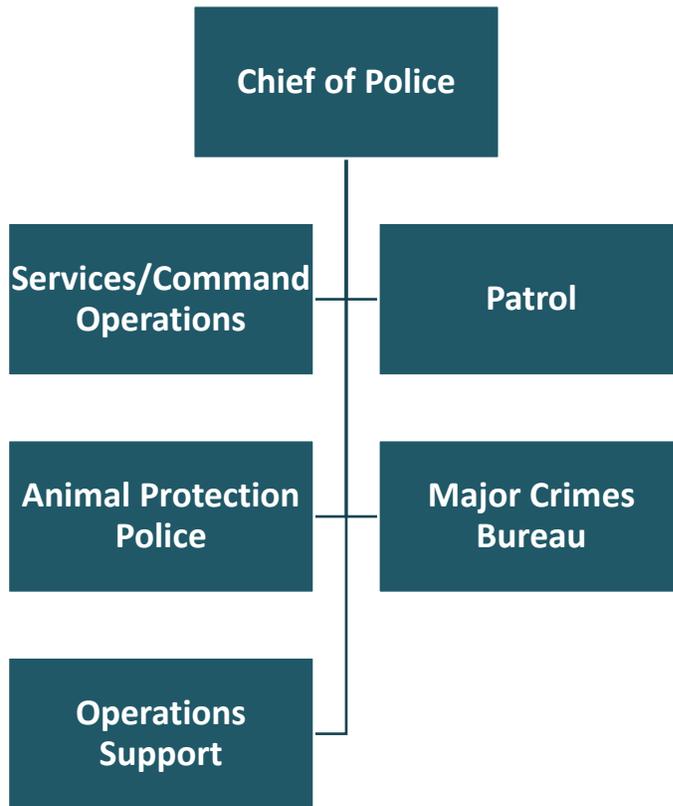
Budget and Staff Resources

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	FY 2021 Adopted
FUNDING					
Expenditures:					
Personnel Services	$170,333,013	$184,589,560	$184,178,118	$192,172,000	$183,913,668
Operating Expenses	32,613,475	31,279,391	35,389,196	34,290,710	31,571,766
Capital Equipment	1,206,355	266,734	2,115,819	196,835	0
Subtotal	**$204,152,843**	**$216,135,685**	**$221,683,133**	**$226,659,545**	**$215,485,434**
Less:					
Recovered Costs	($744,059)	($697,406)	($697,406)	($697,406)	($697,406)
Total Expenditures	**$203,408,784**	**$215,438,279**	**$220,985,727**	**$225,962,139**	**$214,788,028**
Income:					
Academy Fees	$2,851,005	$3,019,336	$2,882,968	$2,882,968	$2,882,968
Fees and Misc. Income	2,020,541	1,934,480	1,985,135	2,000,947	2,000,947
State Reimbursement	25,406,241	26,425,176	26,425,176	26,425,176	26,425,176
Total Income	**$30,277,787**	**$31,378,992**	**$31,293,279**	**$31,309,091**	**$31,309,091**
NET COST TO THE COUNTY	**$173,130,997**	**$184,059,287**	**$189,692,448**	**$194,653,048**	**$183,478,937**
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	1793 / 1793	1813 / 1813	1821 / 1821	1834 / 1834	1821 / 1821

This department has 10/10.0 FTE Grant Positions in Fund 50000, Federal-State Grants.

FY 2021 Funding Adjustments

The following funding adjustments from the FY 2020 Adopted Budget Plan are necessary to support the FY 2021 program. Included are all adjustments recommended by the County Executive that were approved by the Board of Supervisors, as well as any additional Board of Supervisors' actions, as approved in the adoption of the Budget on May 12, 2020.

Body-Worn Camera Program $273,561
An increase of $273,561 for the implementation of the Body-Worn Camera program is required to support the program. As part of the *FY 2019 Carryover Review*, 3/3.0 FTE positions were approved and require $247,920 in ongoing baseline funding in the FY 2021 budget along with $25,641 in ongoing baseline funding for equipment. It should be noted that an increase of $123,132 in Fringe Benefits funding is included in Agency 89, Employee Benefits, for a total cost of $396,693 in FY 2021. For further information on Fringe Benefits, please refer to the Agency 89, Employee Benefits, narrative in the Nondepartmental program area section of Volume 1. Additional funding, originally included in the FY 2021 Advertised Budget Plan, to support the Body-Worn Camera program is deferred as a result of the COVID-19 pandemic.

It should be noted that, as part of the June 9 Board of Supervisors meeting, the Board directed staff to identify options to fund Phase 2 of the Body-Worn Camera program, as well as develop a timeline and implementation plan for all future phases, and report back to the Board by memo no later than June 30, 2020. This information is to include an option for Board consideration that would fully fund implementation during FY 2021. It is anticipated that the Board of Supervisors will consider funding options as part of the *FY 2020 Carryover Review*.

Compensation Adjustments   ($923,812)
A decrease of $923,812 is associated with recommendations made following a review of the department's organizational structure and pay plan. This adjustment transfers funding from Agency 90, Police Department, to Agency 89, Fringe Benefits, to account for the fringe benefit impact of compensation adjustments. Recommendations include a 1.5 percent increase across the O-scale pay plan; decompressing ranks by moving Sergeant and Second Lieutenant ranks up one step to O-21 and O-22, respectively; and transitioning Animal Protection Police Officers from the P-scale pay plan to the O-scale pay plan as sworn law enforcement officers.

Changes to FY 2020 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2020 Revised Budget Plan since passage of the FY 2020 Adopted Budget Plan. Included are all adjustments made as part of the FY 2019 Carryover Review, FY 2020 Third Quarter Review, and all other approved changes through April 30, 2020.

Carryover Adjustments $3,390,814
As part of the *FY 2019 Carryover Review*, the Board of Supervisors approved funding of $3,390,814 in encumbered carryover including $2,528,075 in Operating Expenses and $862,739 in Capital Equipment.

Body-Worn Cameras $2,815,996
As part of the FY *2019 Carryover Review*, the Board of Supervisors approved funding of $2,815,996 and 3/3.0 FTE positions for the Body-Worn Camera program. It should be noted that an increase of $123,132 in Fringe Benefits funding was included in Agency 89, Employee Benefits.

Reclassification of Non-Merit Benefits Eligible Positions to Merit $0
As part of an ongoing Board-directed review of the County's use of limited-term staffing, 5/5.0 FTE new merit positions are included due to the reclassification of non-merit benefits-eligible positions to

merit status. These are part of a total of 235 positions that were identified in the *FY 2019 Carryover Review* across all County agencies as candidates for possible conversion based on the tasks performed by each position and the hours worked by incumbents. No additional funding has been included as the work hours of these positions are expected to remain largely unchanged.

Compensation Adjustments   ($659,362)
As part of the *FY 2019 Carryover Review*, funding of $659,362 was transferred from Agency 90, Police Department, to Agency 89, Employee Benefits, to account for the fringe benefit impact of compensation changes resulting from a review of the department's organizational structure and pay plan in 2016. Recommendations from the study have been implemented over a multi-year period, and as part of the approved budget guidance, the Police Department was encouraged to look at options to implement recommendations within current appropriation levels.

Cost Centers

The five cost centers of the Police Department include Services/Command Operations, the Major Crimes Bureau, Patrol, Animal Protection Police, and Operations Support. The cost centers work together to fulfill the mission of the department.

Services/Command Operations

The Services/Command Operations cost center provides managerial direction and administrative support for all organizational entities in the department. Services/Command Operations includes the Office of the Chief, Public Information, Financial Resources, Personnel Resources, Resource Management, Information Technology, and the Criminal Justice Academy. The cost center is responsible for providing leadership and direction, research and analysis, public relations, budgeting and financial management, human resources, and logistical and technical support, as well as recruit and in-service officer training compliant with Virginia State Department of Criminal Justice standards.

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	FY 2021 Adopted
EXPENDITURES					
Total Expenditures	$57,756,615	$55,971,340	$60,703,788	$61,296,052	$56,356,891
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	223 / 223	223 / 223	231 / 231	232 / 232	231 / 231

Major Crimes Bureau

The Major Crimes Bureau is primarily responsible for investigating all designated major crimes in accordance with local, state, and federal requirements, collecting and analyzing intelligence regarding criminal activity, and providing investigative support services to all organizational entities in the department. The Major Crimes Bureau includes Major Crimes, Victim Services, Organized Crime and Narcotics, Criminal Intelligence, Investigative Support, and the Northern Virginia Regional Identification System (NOVARIS).

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	FY 2021 Adopted
EXPENDITURES					
Total Expenditures	$25,723,885	$25,322,121	$24,507,150	$26,274,749	$25,322,121
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	218 / 218	218 / 218	222 / 222	218 / 218	222 / 222

Patrol

The Patrol cost center is primarily responsible for responding to calls for service, investigating certain property crimes, such as burglary and larceny, and providing community outreach and education. The Patrol cost center includes eight district stations and ancillary support programs, such as Community Resources, Duty Officer, Citizen Reporting, and Court Liaison.

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	FY 2021 Adopted
EXPENDITURES					
Total Expenditures	$99,680,380	$112,690,459	$113,520,280	$116,097,858	$111,766,647
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	1180 / 1180	1197 / 1197	1192 / 1192	1207 / 1207	1192 / 1192

Animal Protection Police

The Animal Protection Police cost center is primarily responsible for enforcing County ordinances and state laws that pertain to animals and their treatment. This cost center helps to protect County residents while dealing with pets and animals as humanely as possible.

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	FY 2021 Adopted
EXPENDITURES					
Total Expenditures	$3,875,338	$4,393,819	$4,280,393	$4,404,508	$4,281,829
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	35 / 35	37 / 37	39 / 39	39 / 39	39 / 39

Operations Support

The Operations Support cost center provides specialized support services necessary for safely and effectively executing both routine and complex field operations, such as traffic control and enforcement, safety education, and specialized weapons and tactical response for critical events. The Operations Support cost center includes Special Operations, Traffic, and Helicopter.

Category	FY 2019 Actual	FY 2020 Adopted	FY 2020 Revised	FY 2021 Advertised	FY 2021 Adopted
EXPENDITURES					
Total Expenditures	$16,372,566	$17,060,540	$17,974,116	$17,888,972	$17,060,540
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	137 / 137	138 / 138	137 / 137	138 / 138	137 / 137

Position Detail

The FY 2021 Adopted Budget Plan includes the following positions:

SERVICES/COMMAND OPERATIONS - 231 Positions

1	Chief of Police	4	Management Analysts IV
3	Deputy Chiefs of Police	6	Management Analysts III
4	Police Majors	1	Management Analyst II
6	Police Captains	6	Management Analysts I
6	Police Lieutenants	2	Financial Specialists III
22	Police Second Lieutenants	3	Financial Specialists II
7	Police Sergeants	1	Buyer II
31	Police Officers III	2	Buyers I
25	Police Officers II	1	Athletic Trainer
3	Administrative Assistants V	1	Legal Records/Services Manager
11	Administrative Assistants IV	1	Vehicle Main. Coordinator
13	Administrative Assistants III	1	Internet/Intranet Architect III
18	Administrative Assistants II	6	Property & Evidence Technicians
1	Senior HR Consultant	3	Material Management Specialists III
1	HR Generalist IV	1	Material Management Specialist II
2	HR Generalists II	1	Business Analyst IV
1	HR Generalist I	1	Business Analyst II
9	Police Citizen Aides II	1	IT Technician II
1	Info. Tech. Program Manager II	1	Polygraph Supervisor
1	Network/Telecom. Analyst I	3	Polygraph Examiners
3	Network/Telecom. Analysts III	1	GIS Spatial Analyst III
4	Network/Telecom. Analysts II	1	Police Psychologist
1	Programmer Analyst III	1	Training Specialist I
1	Programmer Analyst II	4	Police Background Investigators
1	PS Information Officer IV	1	Assistant Producer
1	PS Information Officer III		

MAJOR CRIMES BUREAU - 222 Positions

3	Police Majors	5	Administrative Assistants II
4	Police Captains	1	Photographic Specialist
4	Police Lieutenants	1	Forensic Artist
19	Police Second Lieutenants	1	Director Victim Witness Programs
7	Police Sergeants	4	Probation Counselors II
57	Police Officers III	1	Management Analyst II
94	Police Officers II	4	Management Analysts I
1	Business Analyst IV	4	Fingerprint Specialists III
1	Business Analyst III	6	Crime Analysts II
4	Administrative Assistants III	1	Vehicle Main. Coordinator

PATROL - 1,192 Positions

3	Police Majors	1	Paralegal
13	Police Captains	1	Police Background Investigator
15	Police Lieutenants	63	School Crossing Guards
73	Police Second Lieutenants	8	Traffic Enforcement Officers
76	Police Sergeants	8	Administrative Assistants III
163	Police Officers III	8	Vehicle Main. Coordinators
554	Police Officers II	3	Crime Analysts II
158	Police Officers I	5	Crime Analysts I
40	Police Citizen Aides II		

ANIMAL PROTECTION POLICE - 39 Positions

1	Director of Animal Protection	12	Animal Protection Officers I
2	Animal Protection Second Lieutenants	1	Naturalist IV
5	Animal Protection Sergeants	1	Naturalist II
8	Animal Protection Officers III	1	Naturalist I
6	Animal Protection Officers II	2	Administrative Assistants II

Indicator	CY 2017 Actual	CY 2018 Actual	CY 2019 Estimate/Actual	CY 2020 Estimate	CY 2021 Estimate
Patrol					
Total Calls for Service	486,023	491,700	450,000/450,000	450,000	450,000
Average Response Time (Priority 1 calls – in minutes)	4.80	4.50	4.80/4.80	4.90	4.90
Total Citations Issued	140,742	115,110	115,110/142,900	120,000	120,000
Total reportable vehicle crashes	NA	NA	8,000/9,250	8,000	8,000
Animal Protection Police					
Rabies cases reported	27	25	30/30	30	30
Operations Support					
Alcohol or drug-related vehicle crashes	NA	565	650/650	650	650
Driving Under the Influence arrests	2,173	2,086	2,000/2,200	2,000	2,000
Alcohol-related crashes per one million daily vehicle miles traveled	NA	NA	21.1/NA	2.1	2.1

Note: The Police Department collects and reports performance data based upon calendar year (CY) rather than fiscal year. The Performance Measurement table therefore reflects CY information.

[1] Reflects the total number of criminal charges placed for all Incident-Based Reporting (IBR) categories by all bureaus in the department and includes Juvenile Runaways.