



County of Fairfax, Virginia

MEMORANDUM

DATE: August 22, 2016

TO: Honorable John C. Cook
Chairman, Public Safety Committee
Braddock District Supervisor

THRU: David M. Rohrer
Deputy County Executive for Public Safety

FROM: Edwin C. Roessler Jr., Colonel
Chief of Police 

SUBJECT: Status Report – CALEA, PERF, & Ad Hoc Recommendations

The attachments to this memorandum contain detailed updates of selected re-engineering efforts by the Fairfax County Police Department which are due to you for reporting back to the Board of Supervisors on September 1, 2016.

Although the majority of the items are specific requests for information related to the recommendations from the Ad Hoc Police Practices Review Commission (Ad Hoc), you will notice updates to other re-engineering recommendations from the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the Police Executive Research Forum (PERF). Additionally we have provided commentary on the status of items which have deliverable dates of December 13, 2016.

Should you have any questions, please do not hesitate to contact me. The Police Department's Policy & Directives Change Team has communicated with your staff regarding this status report. Unfortunately, from August 30, 2016 to September 5, 2016, I expect to be unavailable due to pending medical leave. During my absence our team will be available to respond to inquiries.

Fairfax County Police Department
4100 Chain Bridge Road
Fairfax, Virginia 22030



Commission on Accreditation for Law Enforcement Agencies (CALEA)

On July 30, 2016, CALEA fully awarded the Department national accredited status after a Review Committee Hearing with the Chief of Police at its Commission Conference in Baltimore, Maryland. The Department met with full compliance to 484 standards to achieve this Gold Standard in the law enforcement profession.

Status: Implemented.

The CALEA endeavor began on July 29, 2013, and was officially completed on July 30, 2016. We are now in the next re-accreditation cycle which is interactive with CALEA staff as we move forward (constant and on-going inspections). The draft final report from CALEA is included in this package for your awareness. We are awaiting an official signed copy and we will make that document available to the public.

Police Executive Research Forum (PERF) Recommendations

Although the matrix we maintain provides a cross-reference to the Ad Hoc, PERF, and CALEA recommendations, we are providing the status of major re-engineering efforts on the revisions to General Order 540.1 – Use of Force.

Status: In progress.

Following is the draft outline of the incorporation all use of force policies (existing multiple General Orders, Standard Operating Procedures, and lesson plans) into one General Order, which contains multiple chapters and will be posted to our public website for transparency:

General Order 540, USE-OF-FORCE, Outline

540.0 – PURPOSE AND POLICY

540.1 – DEFINITIONS

540.2 – DE-ESCALATION

540.3 – DUTY TO INTERVENE

540.4 – TYPES OF RESISTANCE

540.5 – LEVELS OF CONTROL IN RESPONSE TO RESISTANCE

540.6 – OBJECTIVELY REASONABLE AND TOTALITY OF CIRCUMSTANCES

540.7 – USE OF LESS-LETHAL FORCE

540.8 – REPORTING USE OF LESS-LETHAL FORCE AND INVESTIGATION OF INJURIES

540.9 – USE OF DEADLY FORCE

540.10 – REPORTING USE OF DEADLY FORCE AND INVESTIGATION OF INJURIES

540.11 – DEADLY FORCE AGAINST ANIMALS

540.12 – REPORTING THE USE OF DEADLY FORCE AGAINST ANIMALS

General Order 540, USE-OF-FORCE, Outline (continued)

540.13 – USE-OF-FORCE OPTIONS

- 540.14 – EMPTY-HAND TACTICS**
- 540.15 – OLEORESIN CAPSICUM (OC)**
- 540.16 – BATON (STRIKING INSTRUMENT)**
- 540.17 – ELECTRONIC CONTROL WEAPON (ECW)**
- 540.18 – PEPPERBALL SYSTEM**
- 540.19 – APPREHENSION BY CANINE**
- 540.20 – KINETIC ENERGY IMPACT SYSTEMS**
- 540.21 – FIREARMS**

540.22 – VEHICLE RELATED FORCE OPTIONS

- 540.23 – STOP STICKS**
- 540.24 – STATIONARY ROADBLOCKS**
- 540.25 – ROLLING ROADBLOCKS**
- 540.26 – TACTICAL VEHICULAR INTERCEPT (TVI)**
- 540.27 – PRECISION IMMOBILIZATION TECHNIQUE (PIT)**

540.28 – TRAINING

- 540.29 – LEGAL REFERENCES**
- 540.30 – ACCREDIATION STANDARDS REFERENCE**

Note: The majority of the deliverables due to the Board of Supervisors on December 13, 2016, are covered by this re-engineering effort. We will conduct Department-wide orientation training on this policy reorganization to re-familiarize all staff to this “one-stop-shop” ease of access for all use of force policies in one General Order. During the week of August 29, 2016, we anticipate meeting with Ad Hoc subcommittee chairs to discuss this outline and receive constructive feedback from the highly engaged community members.

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Recommendation UOF-8h

A requirement should be established with regard to the state of the officer at the time of an officer involved death or serious injury per the following: Drug and steroid testing will be conducted on police officers involved in incidents that result in death or serious injury as soon as possible after the incident but not longer than "T" hours, where "T" is determined by medical experts at the time to detect whether drugs or steroids were present in the officers at the time of the incident.

Status: Under Review.

The Office of the County Attorney is conducting legal research to recommend options on this matter. We expect a separate report to be given directly to you on the opinion of the County Attorney on this matter.

Recommendation UOF-11

Engage in robust public reporting on the demographics of the suspects in all use of force incidents and in-custody death, including for each incident: race; gender; age; any indicators of homelessness and of mental illness and CIT response; any previous involvement with FCPD; the type of weapon, if any, in the suspect's possession; police use of force; and resulting death/injury.

Status: Implemented.

On July 18, 2016, the CY 2015 Administrative Investigation and Use of Force Report was released to the public. The data sets contained in this report comport with the information release recommended in the Use of Force subcommittee recommendation 11.

To view the report [click here](#).

The report is comprised of the following sections:

- Administrative Investigation Summary
- Disciplinary Action Summary
- Dissatisfaction with Service Complaints
- Use of Force Summary
- Demographics of Community Members and Officers-Involved in Use of Force
- Use of Force Involving Community Members Suspected of Suffering from Mental Health
- Use of Force Instrument Types Summary
- Use of Force Incidents Involving Animals Summary
- Field Contacts Summary
- Precision Immobilization Technique Summary
- Assaults Upon Police Officers

This data set will be published annually by the Internal Affairs Bureau. Through engagement with the community we will also enhance the data to increase transparency and build the public's confidence and trust in the Department.

Recommendation UOF-12

Collect and publicly report online all uses of force that result in death or serious injury; specifically for purposes of determining (a) whether the actions taken or not taken conformed to FCPD policies and procedures; (b) prior instances of use of force by the officer(s) involved and determination of appropriateness; and (c) opportunities for officer, supervisor, and commander training. (Note: Release of use of force data does not necessarily have to include names of officer's or victims until cases are concluded.)

Status: Implemented.

On August 11, 2015, the Police Department released the last decade of Fairfax County Officer-Involved Shooting Data.

To view that report [click here](#).

This report is a summary of officer-involved shootings encompassing the last ten years. The report provides interactive links to information, maps, flow chart of investigative processes, and demographic data. The data sets contained in this report satisfy the information cited in recommendation 12. These data sets are kept up to date as matters progress through criminal and administrative processes.

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Recommendation UOF-13

Annually report to the U.S Department of Justice through the FBI's Uniform Crime Reporting System, all use of force and in-custody deaths, and disseminate such data to the public.

Status: Implemented.

On an annual basis the Department reports through the FBI's National Incident Based Reporting System & Uniform Crime Reporting System all use of force and in-custody deaths. This data is publicly reported and kept up to date, as cited in recommendations 11 and 12.

Link to justifiable homicide data: <http://www.fairfaxcounty.gov/police/inside-fcpd/justifiablehomicide.htm>

Colonel Roessler is the Major Cities Chiefs of Police Association representative to the FBI's endeavor to mandate annual reporting of all of the above data which is expected to be up and running by the FBI on January 1, 2017. The FCPD's data was used to develop a national model by staff from the FBI.

Recommendation UOF-14

Assure times and consistent information is presented for all officer involved shootings and lethal incidents within 72 hours, to include the following:

- a. Narrative of incident and aftermath, updated in real time*
- b. Details available in all press releases, updates, and other public information should be integrated into the summaries, including names, suspects, and officers, and links to press releases and their updates provided*
- c. Demographics information; race, age, gender, whether the call included concerns about mental health crisis, whether the suspect was homeless.*
- d. Information on what special teams were involved, if any,*
- e. Appropriate information about whether/what discipline was administered in cases with policy violations.*
- f. Any changes of policy or training that resulted from review and lessons learned from the use of force incidents.*

Status: Implemented.

On July 18, 2016, the CY 2015 Administrative Investigation and Use of Force Report was released to the public. The data sets contained in this report comport with the information release recommended in the Use of Force subcommittee recommendation 14. Information which is statutorily protected by personnel privacy laws are not provided. However, appropriate non-protected summary information such as disciplinary action summary is provided.

To view the report [click here](#).

The report is comprised of the following sections:

- Administrative Investigation Summary
- Disciplinary Action Summary
- Dissatisfaction with Service Complaints
- Use of Force Summary
- Demographics of Community Members and Officers-Involved in Use of Force
- Use of Force Involving Community Members Suspected of Suffering from Mental Health
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- Use of Force Incidents Involving Animals Summary
- Field Contacts Summary
- Precision Immobilization Technique Summary
- Assaults upon law enforcement officers

This data set will be published annually by the Internal Affairs Bureau. Through engagement with the community, we will continue to enhance the data to increase transparency and build the public's confidence and trust in the Department.

Recommendation UOF-19

Regarding the term "excited delirium," define in the General Order 540.1 –USE OF FORCE –replace all use of "excited delirium" with a more medically and physiologically descriptive term and provide an explanation for the appearance of a suspect's lack of physical response to ECW use on them, and the conditions that may generate the appearance of being unimpaired by the ECW, such as is known to be induced by PCP use.

On June 21, 2016, the Board of Supervisors voted to adopt the Implementation Plan for Recommendations of the Use of Force Subcommittee of the Ad Hoc Police Practices Review Commission, which acknowledged *the term "excited delirium" or "excited delirium syndrome" is currently a diagnosis accepted by, and used by, the Commonwealth's Office of the Medical Examiner and the Commonwealth's Attorney. Although not recognized by the American Medical Association or the American Psychological Association, the term has been accepted by the National Association of Medical Examiners and the American College of Emergency Physicians. The Chief does not have the expertise or authority to replace the term as used by other competent authorities.* Further, *"The Board directs the Chief to continue the training of officers on the signs, symptoms, and factors associated with excited delirium and ensure that officers are held to the mandates of the ECW SOP 06-025."*

Status: Implemented.

All officers received training on the changes to the ECW policy during the fall in-service training that was held between September 14, 2015 and October 16, 2015. On April 1, 2016, the revised ECW policy took effect. Training is provided to officers during the ECW certification, (all police recruits receive this training as part of the basic academy training curriculum) which describes symptoms associated with excited delirium including failure to follow directions, abnormal strength, odd behavior, incoherency, and a sudden calmness after strong physical exertion. Students are trained to always assess the need for medical assistance if an individual displays symptoms of excited delirium. Students are shown a video of a textbook case of excited delirium in which the suspect drops into sudden calmness and unconsciousness. They are taught that this is a life threatening situation requiring immediate medical attention, handcuffs need to be removed, and emergency medical care, such as CPR, needs to be provided. Fairfax County Fire and Rescue staff and the staffs of the Inova and Reston Hospital Emergency Departments have received orientation on the revision to SOP 06-025, which requires officers to summon rescue for persons who exhibit signs of excited delirium.

Recommendations UOF-36a-38

- 36) Give emphasis in police officer basic and in-service training to:
- a. The distinction in the use of "ready gun" and muzzle pointing in the conduct of a building search and room clearing.
 - b. Skill development in the use of de-escalation, tactical retreat, and verbal interaction as alternatives to use of force.
 - c. The expected and effective use of Crisis Intervention Training.
 - d. Tactical and operational training on lethal and nonlethal use of force, with emphasis on de-escalation and tactical retreat skills.

Status: Implemented.

Officers receive ready-gun training in the basic academy and again during in-service on the three positions and application of ready gun. Further, the new General Order on Use of Force includes the following language in section 540.21.

"When an officer can articulate the basis for a potential use of deadly force, such as a reasonable belief that the suspect is armed and presents a perceived, imminent threat of serious injury or death to the officer or other person(s), and thus draws their pistol, shotgun or rifle, three positions of deployment of the weapon are:

Ready Gun

Weapon presented toward threat area, with muzzle depressed from eye level. Weapon is depressed low enough for officer to see threat area clearly. If officer is covering a subject, the weapon is depressed low enough to see individual's hands and waist area. Both eyes are open, trigger finger straight, pistol is de-cocked. When utilizing shotgun or rifle, the safety is engaged. This is a search or cover position that may be high or low, depending on environment. (e.g., up or down a stairwell).

Tac Ready

Weapon is presented toward threat area, two handed grip, weapon close to body between belt and sternum, and the muzzle is parallel to terrain. If fired, round would strike center mass of average sized threat. This position presents a lower profile and helps prevent telegraphing when working corners or making room entries.

Modified Ready (one handed or two handed)

Weapon is held with a modified one or two handed grip against the body to prevent covering yourself or partner with muzzle, (muzzle is toward ground). This position is used when maneuvering in close proximity to other officers or citizens, and officer has no available clear field of fire, or has a subject passing in front of his/her muzzle. (e.g., when lining up behind another officer in a stack).

It is important to recognize that the officer must articulate the basis for when the muzzle is pointed at a suspect. The totality of the circumstances and the perceived imminent threat to the officer will dictate whether the muzzle is pointed below (or above) the suspect or at some point between the suspect's feet and a point on their body below the hands or waist (since weapons are commonly carried on or around the waist area of a person).

The cardinal rules of gun safety that apply here are:

- Never point a firearm at anyone unless you are ready and willing to kill that person, and
- Keep your finger off the trigger until you are ready to fire, and
- Be sure of your target and what is beyond.

Recommendation UOF-36b

- 36) Give emphasis in police officer basic and in-service training to:
- b. Skill development in the use of de-escalation, tactical retreat and verbal interaction as alternatives to use of force.

Status: Implemented.

Training on these concepts began in February 2016, covering fact, tactics, and trust to accomplish fair and effective policing. During November and December 2015, FCPD, in conjunction with Polis Solutions, developed scenario-based training focusing on the Critical Decision Making Process (CDMP):

- Training emphasized de-escalation and escalation approach through:
 - Addressing Perception, Decision, Action and Trust (PDAT)
 - Focusing on social science and officer's operational expertise that empowers officers to create positive social outcomes
 - Tact, tactics, and trust (T3) as the cornerstone of FAIR & EFFECTIVE policing by means of effective communication
 - Tact, tactics, and trust are inseparable on the street, so they must be trained as a unified system
 - Sustained training that effectively integrates PDAT = enhanced community trust
 - 7 Core Principles
 - Be balanced
 - Be real
 - Control yourself to control others
 - Be smooth
 - Be empathetic
 - Create lasting positive effects
 - Never humiliate
- December 15 & 16, 2015, Academy staff conducted train-the-trainer classes:
 - 24 FCPD officers were selected to deliver the training
 - Group included employee group leaders & respected agency focal leaders
 - Utilized registered CERT members as role players
 - CERT received role-player training (community members enthusiastically volunteered)
- February 25, 2016, pilot training class held, monitored by Polis Solutions and taught by our instructors.

- February 29, 2016, started roll-call training (classroom) portion of training to all stations.
- March 21, 2016, started spring mandatory in-service training for all sworn officers with practical application material:
 - Table-top scenario (video followed by discussion)
 - Traffic stop scenario
 - Emotionally Disturbed Person scenario
 - The scenarios utilized community members as role players
 - Role player training conducted March 17

Recommendation UOF-36c

- 36) *Give emphasis in police officer basic and in-service training to:*
c. The expected and effective use of Crisis Intervention Training.

Status: Implemented.

Starting in August 2015, the basic academy curriculum was realigned so that recruits now get sanctity of human life and crisis intervention training during the beginning of their six-month training period. In addition to staffing Diversion First at the Merrifield Center, CIT-trained officers number over 460 and serve as a resource on patrol for helping to communicate with and de-escalate situations involving persons in crisis. The FCPD continues to progress toward the goal of having 100% of our officers trained in this 40-hour course.

Recommendation UOF-36d

- 36) *Give emphasis in police officer basic and in-service training to:*
d. Tactical and operational training on lethal and nonlethal use of force, with emphasis on de-escalation and tactical retreat skills.

Status: Implemented.

Recruits in the basic academy now receive training on all levels of force from non-lethal to lethal; however, this training follows training on the sanctity of human life, CIT, and Constitutional policing. In so doing, emphasis, by priority, is attributed to de-escalation priorities. Practical training on the use of cover as part of tactical retreat is also provided to recruits.

Current officers received classroom training on these concepts starting in February 2016. Mandatory in-service training in spring 2016, built on this with tabletop and practical exercises incorporating:

- Perception, Decision, Action, and Trust (PDAT)
- Tact, tactics, and trust (T3) by means of effective communication using
 - 7 Core Principles
 - Be balanced
 - Be real
 - Control yourself to control others
 - Be smooth
 - Be empathetic
 - Create lasting positive effects
 - Never humiliate
- Effective use of cover
- Considerations for tactical retreat

Recommendation UOF-37

Establish a "hire-to-retain" focus on police officer fitness to serve, particularly in relation to any propensity for being overly aggressive in the conduct of duty. This focus should be a key component in (a) recruitment, vetting and selection; (b) ensuring that the Early Identification System is sufficiently robust in-monitoring of OISs, excessive use of force incidents, and complaints of abuse of power; (c) monitoring through basic officer training and in-service training and as a part of each officer's annual evaluation for other known and understood risk factors to ensure that they maintain the right personality and temperament for policing in a community policing framework; (d) reinforcing the "duty-to-intervene" by fellow officers to be protective of the public and fellow officers; and (e) providing services, as appropriate, to assist officers who may need attention or treatment.

Status: Implemented.

Our employees are our most valuable asset and we make a great effort to recruit, hire, train, and maintain officers to ensure that Fairfax County continues to be the safest jurisdiction of its size in the country. From the point of application, officer candidates are interviewed and then screened by an independent psychologist to determine the candidate's psychological suitability for the job. Background investigation and polygraph examination furthers the screening of the candidate. Upon hire, each officer is assigned a Department mentor who has been nominated by their supervisor and vetted by a police commander for that role. During officers' careers, considerable psychological wellness resources are made available to officers, including:

- EAP
- Police department psychologists
- Police department chaplains
- Peer Support Program

Other times and venues where officers may seek assistance are during their annual physical exam through the Occupational Health Center where stress identification and mitigation occurs, and during annual performance reviews with the officers' supervisors and commanders.

The Early Identification System (EIS) is robust and effective in capturing officers' use of force, including officer involved shootings, and complaints against officers (internal and external) including complaints of abuse of power and requires commander review of each officer who is flagged quarterly by the EIS.

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Officers' duty to intervene has been added to the new General Order on Use of Force in section 540.3, which contains the following language:

"Any officer present and observing another officer using force that is clearly beyond that which is objectively reasonable under the circumstances shall safely intercede to end and prevent the further use of such excessive force. Officers shall immediately report these observations to a supervisor."

Recommendation UOF-38

Conduct a study of the relationship of the supervisor to the patrol officers, including the current ratio as a potential factor in strengthening the leadership direction provided to patrol officers in non-routine situations, particularly as it relates to the potential for use of force.

Status: In progress.

Public Financial Management, Inc., (PFM) has been contracted to perform an organizational and compensation review for the Fairfax County Police Department. This review incorporates the relationship of the supervisor to the patrol officer, including the current ratio as a potential factor in strengthening the leadership direction provided to patrol officers in non-routine situations and in instances of where the potentiality for use of force exists.

PFM's final report and recommendations are due to the Chief of Police and the Board of Supervisors in the very near future.

Furthermore, the Department is conducting a calls-for-service supervisory dispatch protocol assessment in an effort to determine the most dangerous calls which necessitate two or more officers being dispatched, also requiring the immediate dispatch of a supervisor. This supervisory dispatch protocol enhancement is consistent with UOF-38 recommendation and an identified best practice in the 21st Century Policing.

Updates on Items for Awareness

Use of Force Committee

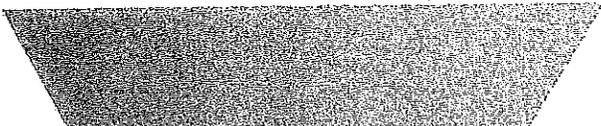
On May 24, 2016, the Department's Use of Force Committee met and this included the addition of community members to serve on the committee including two members from the Ad Hoc Commission. The report used for this meeting is enclosed for your awareness.

Consultant's Study of Public Safety Issues

Enclosed is a memorandum from County Executive Edward L. Long which provides an update of the consultant's work progress. You will note in bullet number one that we await recommendations for rank restructure which will assist us in meeting many of the PERF and Ad Hoc recommendations to provide a higher level of operational supervision to successfully and safely manage critical events. We expect to update this item as it connects with many recommendations by December 13, 2016.

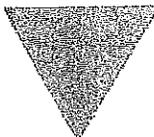
Public Affairs Bureau

As of the writing of this report we have selected a civilian candidate for the position of director of the PAB. We are awaiting the approval of the compensation package to make the conditional job offer and start the candidate immediately. We expect the new incumbent to be in place by September 13, 2016 and we will make the public announcement upon hire.



CALEA[®]

THE GOLD STANDARD IN PUBLIC SAFETY



**Fairfax County (VA) Police Department
Assessment Report**



2016

**Fairfax County Police Department
Assessment Report
April, 2016**

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A. Agency name, CEO and AM

Fairfax County Police Department
4100 Chain Bridge Road
Fairfax, VA 22030

Colonel Edwin C. Roessler, Jr.
Ms. Camie King, Accreditation Manager

B. Dates of the On-Site Assessment:

April 10-13, 2016

C. Assessment Team:

1. Team Leader: W. David Munday
Major (Retired)
North Carolina State Highway Patrol

2. Team Member: Ms. Pamela Kunz
Commander (Retired)

D. CALEA Program Manager and Type of On-site:

John Gregory

Initial Accreditation, D size (1,671 personnel; authorized 1,371 sworn and 351 non-sworn personnel.)

5th edition Law Enforcement Advanced Accreditation

CALEA Accreditation Compliance Express for Law Enforcement (CACE-L)

E. Community and Agency Profile:

1. Community Profile

With a population of over one million people, Fairfax County is the most populous jurisdiction in the State with over 13.6 percent of Virginia's total population. Fairfax

County was recognized as the first county in the United States to reach a six figure median household income. Fairfax County is also home to the Central Intelligence Agency, National Counterterrorism Center, and several Fortune 500 Companies. George Mason University and Northern Virginia Community College fall within the borders of Fairfax County.

Agency Profile

Due to the size of Fairfax County, the Fairfax County Police Department (FCPD) utilizes multiple district stations to provide police services effectively and efficiently. In addition to the police headquarters building, the county operates eight district stations. The officers and civilians at each station provide services within the boundaries of each district. A captain and first lieutenant command each station. Squads of patrol officers, detectives, school resource officers, and crime prevention officers are assigned to each station.

Colonel Roessler has guided the department by implementing comprehensive professional law enforcement policies, practices, and procedures. The agency's organizational structure includes the Chief of Police, Deputy Chief for Patrol, Deputy Chief for Investigations / Operations Support, and Deputy Chief of Administration.

2. Demographics

To ensure a qualified and diverse workforce, the Fairfax County Police Department has an aggressive recruitment program. Individuals assigned to recruitment activities are knowledgeable in personnel matters, especially Equal Employment Opportunity as it affects the management and operations of the agency. Recruitment personnel are required to participate in various agency recruitment programs such as job fairs and seminars throughout the year.

The demographic composition of the service area and agency are represented in the following table:

The table below reflects the agency's recruitment efforts have made significant progress in seeking minority and female applicants. Management recognizes the need for the department to continue searching for minority applicants to mirror the demographics of Fairfax County. According to a 2014 American Community Survey, 63 percent of the county's populations are recognized as Caucasian, 8 percent African-American, 18 percent Asian/Pacific Islander, and 16 percent Hispanic.

Upon being appointed as Chief, Colonel Roessler formed the Chief's Council on Diversity Recruiting. The Council engages community leaders to guide and advise the Chief and the department's leadership team on how to achieve recruitment goals and better represent the culturally diverse communities within the sworn, civilian, and volunteer workforce; while also creating and nurturing a robust dialogue with all

communities served.

The following statistical data pertaining to service population and available workforce was compiled from data obtained from the U.S. Department of Commerce, Bureau of Census

Demographics Report

YEAR	2015											
	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	711,253	63%	370000	59%	1141	83%	158	12%	X	X	X	X
African-American	90,032	8%	78290	12%	100	7%	12	1%	X	X	X	X
Hispanic	184,565	16%	80299	13%	67	5%	9	1%	X	X	X	X
Other	139,550	12%	99536	16%	61	4%	5	0%	X	X	X	X
Total	1,125,400	100%	628125	100%	1369	100%	184	13%	X	X	X	X

Source: Fairfax County
 Demographics Report 2015

1. Future Issues

Like many law enforcement agencies throughout the country, population growth within the metro area has had a significant effect on the department, and remains the number one challenge. As one of the largest law enforcement agencies in the State of Virginia, Fairfax County recognizes the importance of keeping pace with urbanization and growth to meet the demands of policing in the 21st Century.

The Department is on schedule to move into a state-of-the-art public safety headquarters in 2017. The new facility will replace the Massey Building which currently houses the police and fire department since its opening in 1969. The Chief and command have clear plans to mitigate the logistics of the move to ensure all accreditation related issues are addressed.

2. CEO Biography

Colonel Edwin C. Roessler, Jr. serves as the Chief of Police following his appointment in 2013. Prior to his promotion, Colonel Roessler served as Deputy Chief managing the district stations. Colonel Roessler received his undergraduate degree from Arizona State University and his graduate degree from the George Washington University. He has also graduated from many professional developmental programs including the Federal Bureau of Investigation's National Executive Institute and National Academy,

the American University's Key Executive Graduate Program, and the United States Military Academy West Point Leadership Program.

F. Public Information Activities:

Public notice and input are a corner stone of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

a. Public Information Session

A Public Information Session was held during the evening of April 11, at the Fairfax County Government Center. Copies of the announcements were distributed throughout the county and partnering law enforcement agencies within the region. A total of four people elected to speak at the hearing.

Captain Dan Grimms with the Fairfax City Police Department stated that because his agency and the FCPD share jurisdictional borders, they have frequent contact. He advised the two agencies have memorandum of agreements to share resources such as aviation, bomb disposal units, and K-9 operations.

Assistant Chief Patrick Smith, with the United States Park Police, advised the assessment team he was a resident of Fairfax County and described the services provided by the FCPD as outstanding. He went on to say, the U.S. Park Police partner with the FCPD during major events such as the Presidential Inauguration.

Lieutenant Colonel Mark Sites, with the Fairfax County Sheriff's Office, spoke at the hearing and stated the Sheriff's Office has a long history of working well together and share the Criminal Justice Training Academy where officers from both departments train together.

Ms. Leslie Joan Young spoke in appreciation to how FCPD personnel assisted her after being a victim of identity theft.

b. Telephone Contacts

A telephone call-in session was conducted on Monday afternoon beginning at 2:00 PM. The assessment team received three telephone calls from individuals expressing their support towards the FCPD and their pursuit of accreditation.

Ms. Mary Tracy called and stated she was not happy with the transparency of the police department and described the agency as secretive. Ms. Tracy referenced several officer involved shootings over the past eight years and

stated the information was difficult to access from the agency's website. After speaking with Colonel Roessler, since he took office, all police related shooting information is now made available to the public via the web. Ms. Cheryl Goss called from George Mason University Police Department and spoke as to how FCPD officers continually provide support to the University officers when requested.

First Sergeant Ashley Gwinn, with the Prince William County Police Department called and informed the assessment team of a recent shooting incident where three of their officers were shot, with one receiving fatal wounds. First Sergeant Gwinn spoke about how the FCPD Aviation Unit transported the wounded to area trauma centers and assisted her agency with peer support after the tragedy.

c. Correspondence

No correspondence was received during this initial onsite.

d. Media Interest

There was no media involvement during this onsite.

e. Public Information Material

Prior to the onsite, a public notice was distributed as a news release announcing the onsite assessment. The announcement was released to all print and broadcast media throughout the region as well as to neighboring government agencies.

f. Community Outreach Contacts

The assessment team was afforded the opportunity to meet numerous people from within and outside the agency of all ranks and from various positions. All of the people the team spoke with demonstrated a strong sense of loyalty and pride for the agency. Accreditation Manager Camie King orchestrated a Police Vehicle and Equipment "Touch a Truck" Display open to the public during the same time as the static display at the Sully District Police Station. The event was well represented by the public and offered the assessors the opportunity to speak with local citizens and government officials.

G. Essential Services

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration. (Chapters 1-17)

The Fairfax County Police Department, in conjunction with the Community Services Board and Sheriff's Office, has developed a program to provide for alternatives to arresting individuals with mental illnesses. The Jail Diversion Program provides community-based options for a coordinated response to individuals with mental

illnesses who have committed minor, non-violent criminal offenses. The goal is to provide intense and ongoing treatment in lieu of incarceration.

A warrant is required for all body cavity searches other than the mouth, and is conducted under the supervision of medically trained personnel. Since 2010, the agency has received 181 allegations of bias based profiling with 2012 and 2013 showing a spike as a result of multiple cases involving several officers with all cases being unfounded after internal investigations were conducted.

During this assessment period, the agency had no complaints related to bias based profiling.

Use of Force

It is agency policy that personnel only use that level of force objectively reasonable to perform their official duties. Officers are mandated to exhaust all reasonable means of apprehension and control within their abilities before resorting to lethal force. Officers are trained that force is used only to the extent reasonably necessary to defend themselves or another, to control a person during an arrest. Annually, all sworn law enforcement officers authorized to carry weapons are required to receive in-service training on the department's use of force policies and demonstrate proficiency with all approved lethal weapons and electronic controlled weapons that employees are authorized to use. In addition to utilizing training on use of force tactics through the Criminal Justice Academy, the agency has also begun using an Early Intervention System to warn of potential officers exceeding a pre-selected threshold of use of force events.

Use of Force

	2013	2014	2015
Firearm	6	4	1
ECW	120	121	106
Baton	15	8	13
OC	32	22	24
Weaponless (Hands On)	1217	1340	1162
Total Uses of Force (as listed above)*	1390	1495	1306
Total Use of Force Arrests**	424	518	496
Complaints	66	71	54
Total Agency Custodial Arrests	42,492	40,316	37,151

*All use of force cases resulted in arrests except cases involving emotionally disturbed persons. It should be noted that use of force events are counted by both officer and instrument and will exceed the total number of use of force cases.

**Total Uses of Force are based on the types listed above and do not represent all use of force types tracked by the Fairfax County Police Department.

Fairfax County police officers are empowered to enforce the laws of the Commonwealth of Virginia and the ordinances of the County of Fairfax within the boundaries of the county. The areas within the county where officers have limited or no authority are identified through written directives. All local governments within Northern Virginia honor the Northern Virginia Law Enforcement Mutual Aid Agreement of 2010. A Command Staff Officer serves as the School Liaison Commander assigned to Fairfax County Schools. The commander ensures the coordination of resources, responses, and effective information sharing between the school and the FCPD.

The principal components of the FCPD include the Criminal Investigations Bureau, Patrol Bureau, Operations Support Bureau, Resource Management Bureau, Administrative Support Bureau, Internal Affairs Bureau, Information Technology Bureau, Chief's Office of Research and Support, and the Criminal Justice Academy. The decentralization of resources such as crime prevention, crime analysis, and school crossing guards to the district station level increases the level of responsibility and accountability.

On a semi-annual basis, the Accreditation Manager reviews with the Inspections Commander the status of compliance with all CALEA requirements. The time-sensitive standards are maintained and reviewed on a quarterly basis to ensure timely compliance. The Planning and Research Bureau is developing an administrative reporting program enabling the agency to track all administrative reports and conduct updates as they become necessary.

The Planning and Research Bureau conducts an annual summary of all policy and procedures affecting general orders and standard operating procedures. The Public Information Officer post all new and updated general orders to the agency's public website.

The agency's planning and Research Bureau (PRB) is comprised of civilian and sworn staff that is responsible for strategic planning, feasibility studies, project/program evaluations, monitoring criminal justice legislation and management of all departmental General Orders. The agency's strategic plan is structured on the basis of four strategic perspectives, in line with the Balanced Scorecard approach to strategic planning. The perspectives include mission performance, business processes, learning and growth, and resource management. The Fairfax County, Virginia Public Safety staffing plan for 2016-2020 identifies several overarching trends that will have a significant impact on law enforcement. Currently, approximately 10 percent of the county's population is age 65 or older with a projected increase of 15 percent by 2030. The plan also projected the county's population to exceed 1.8 million people by 2020. The agency's strategic planner works in collaboration with the command staff to annually develop and delineate objectives and strategies. Progress on all strategic elements is evaluated periodically with quarterly progress reports. The Crime Analyst provides direct crime analysis support to the commanders and agency personnel. The analyst also provides

intelligence information to personnel concerning modus operandi and geographical patterns within the county.

The department advertises agency wide for all specialized assignment vacancies. The vacancy announcements clearly articulate the selection process for the available position. Supervisors encourage officers and make them aware of the opportunity to participate in the Inter-Bureau Temporary Transfer (IBT) program for the purposes of career development opportunities.

The Auxiliary Police Officer's (APO) duties and responsibilities are commensurate with the training they have received.

The agency's Volunteer in Police Services (VIPS) Program is under the direction of the Operations Support Bureau. The volunteers consist of local residents who volunteer and support the public safety mission in Fairfax County. Ms. Katie Treichel is a criminal justice major at George Mason University. She assisted in the formation of the teen police academy. Team Leader Munday interviewed Ms. Treichel concerning her experience with the agency. She stated the program was instrumental in her applying and being accepted as a recruit in the upcoming academy. Dr. Keith Kalinowski is a former Director, Deputy Manager of the Hubble Space Operations Project, and has been part of the VIPS for several years. During the static display, the assessment team met with Volunteer Sanborn who provided an overview of his duties, responsibilities, and training. He described how the VIPS provide support services to all functions of the department.

The Chief of Police is responsible for the overall administration of the department including the fiscal management and reports directly to the County Executive. The Fairfax County Purchasing Resolution outlines the department's bidding and purchasing procedures. The Commander of the Criminal Investigation Bureau has overall authority to regulate and manage all confidential fund expenditures. The funds are expended in a manner that ensures complete records for audit and accountability.

Personnel Structure and Personnel Process (Chapters 21-35)

The Department of Human Resources provides tuition reimbursement through the Tuition Assistance Program and Language Tuition Assistance Program as funding is available. The agency has a comprehensive array of employee support services, including the Peer Support Team, Departmental Psychologists, Police Chaplains, Family Assistance Support Teams, and the Employee Assistance Program, (EAP) to help their officers, employees and their family members in time of need. The Peer Support Team is comprised of specifically trained members who respond to traumatic situations and provide emotional support to any employee who might be involved.

The department has implemented the Military Deployment and Reintegration Plan to assist personnel with military activations exceeding 180 days. Each deployed employee

is assigned a mentor who serves as their main point of contact through every phase of the deployment. The mentor maintains contact with the employee throughout the deployment period to ensure the employee is kept up to date with agency activities and significant events. Upon returning to the agency, the mentor assists the employee with the in-processing and provides resources as needed including refresher training and weapon qualifications.

The FCPD has incorporated a Departmental Wellness Program allowing sworn officers to work-out and exercise on duty for physical activity, fitness, and/or nutritional education. The fitness center is made available to all employees. The Division commanders are responsible for the administration of the program at each of their respective facilities.

Grievances

Employees of the Department may initiate and present for prompt and fair consideration a grievance concerning the administration of policies, procedures, rules, regulations, and operations of the agency without fear of reprisal or harassment.

The county's Director of Human Resources is the custodian of all grievance related records. All records are maintained and disposed of according to guidelines established by the Library of Virginia. The Internal Affairs Bureau Commander is responsible for directing the coordination of all grievances and conducts an annual review of all grievances. The review includes departmental and county-wide policies.

Formal Grievances

Grievances	2013	2014	2015
Number	13	16	11

The agency had eleven (11) grievances filed by departmental employees in 2015, nine (9) of which related to disciplinary matters and the remaining two (2) relating to evaluations and promotions. The majority of grievances filed over the last four years have been disciplinary related, with the promotional process and pay encompassing almost 20 percent. Of the eleven grievances filed in 2015, six were denied or upheld, two had corrective actions reduced, and two are pending, with one being found in favor of the grievant.

Disciplinary

On an annual basis, the Internal Affairs Major conducts a documented review of agency practices and citizen concerns. Any identified negative trends are followed up with training and/or policy modifications. Team Leader Munday met with Major Gunn Lee, Internal Affairs Commander, and discussed the most recent review.

Personnel Actions

	2013	2014	2015
Suspension	12	15	9
Demotion	0	0	0
Resign In Lieu of Termination	17	15	9
Retire in Lieu of Termination	1	3	5
Termination	2	1	2
Other: Oral/Written Reprimand	231	196	169
Total	263	229	192
Commendations	94	232	158

Based on the above data, the FCPD responds to personnel matters seriously by taking disciplinary action through various measures ranging from suspension to termination. The agency has seen a measurable decrease in the total number of complaints over a three year period.

Recruitment and Selection

Recruiting and Testing is comprised of three sworn police officers who serve as Recruiting Detectives. All assigned to the recruiting function are properly trained on personnel matters and Equal Employment Opportunity regulations. The Commander of the Personnel Resources Division prepares an annual analysis of the agency's recruitment plan which includes the progress made towards the identified objectives. One milestone was achieved in 2014 where the agency wanted to see a 35-40 percent diversity makeup within each upcoming criminal justice class which included protected classes. Diversity among all Virginia certified officers hired during 2014 was 26 percent. The agency advertises on numerous diversity network sites such as Virginia Diversity and Washington DC Diversity programs.

The Applicant Selection supervisors and investigators ensure all elements of the agency's selection process are administered, scored, evaluated, and interpreted in a uniform manner. The applicants that are considered for employment are subject to a thorough background investigation for all sworn and non-sworn employees.

Sworn Officer Selection Activity in the Past Three Years

Year 1	2013			Percent of workforce population*
	Applications Received	Applicants Hired	Percent Hired	
Race/Sex				
Caucasian/Male	372	31	8%	71.95%
Caucasian/Female	78	3	4%	11.32%
African-American/Male	102	3	3%	7.03%

Training

The Fairfax County Criminal Justice Academy (FCCJA) was chartered in 1985 with the Virginia Department of Criminal Justice Services to provide law enforcement and corrections training for all public safety employees. The academy is funded by the Fairfax County Government. Following graduation from the Basic Law Enforcement Training School and prior to any independent job assignment, all sworn officers are required to successfully complete ten-week field training with a qualified field training instructor. The assessors were provided a tour of the facility where many aspects of the basic training process such as defensive tactics were demonstrated. A basic school is scheduled to graduate in late April. Cadets were enthusiastic about their new career in law enforcement.

Sworn Officer Promotions			
	2011	2012	2013
GENDER / RACE TESTED			
Caucasian/Male		N/A	
Caucasian/Female		N/A	
African-American/Male		N/A	
African-American/Female		N/A	
Hispanic/Male		N/A	
Hispanic/Female		N/A	
GENDER/ RACE ELIGIBLE AFTER TESTING			
Caucasian/Male		N/A	
Caucasian/Female		N/A	
African-American/Male		N/A	
African-American/Female		N/A	
Hispanic/Male		N/A	
Hispanic/Female		N/A	
GENDER/ RACE PROMOTED			
Caucasian/Male		17	22
Caucasian/Female		4	2
African-American/Male		3	7
African-American/Female		4	3
Hispanic/Male		5	6
Hispanic/Female	1		1

No testing occurred during 2012.
 Current testing in process for cycle 2014-2015.

Upon the completion of the agency's promotional examination process, eligible candidates meeting or exceeding a passing score are placed on an eligibility list that is numerically ranked or banded.

Supervisors are required to attend mandatory training in performance management, offered periodically by the Department of Human Resources and as soon as possible after any supervisory promotion. The agency utilizes a coaching initiative to ensure employees are on track to achieve defined performance expectations.

The Internal Affairs Bureau Inspections Division maintains the agency's Employee Identification System (EIS). The major presents a quarterly report to the Chief of Police and Deputy Chief regarding employees who have met the established thresholds in a three month period. The Inspections Division conducts an annual review of the EIS and submits a detailed memorandum to the Division Commander with any recommendations to ensure the effective and efficient system. Major Gunn Lee discussed the EIS process with the assessment team describing each component.

Law Enforcement Operations and Operations Support (Chapters 41-61)

The agency provides 24-hour patrol coverage utilizing three 11.5 hour shifts divided among eight stations. Daily service area assignments are made by commanders, with the goals and objectives of the agency in mind. Roll Call briefings are conducted daily by shift supervisors. Briefings provide information, evaluate operational readiness and provide training and legal updates. Overall, from 2014 to 2015, crime in the service area is down; Crimes against persons are slightly up, with crimes against property down over 2%.

Crime Statistics and Calls for Service

	2013	2014	2015
Murder	8	10	13
Forcible Rape	79	70	63
Robbery	412	398	448
Aggravated Assault	172	174	185
Burglary	1,071	910	842
Larceny-Theft	13,686	13,171	13,295
Motor Vehicle Theft	758	734	785
Arson	32	32	39
Total Calls for Service	459,574	447,818	452,269

To enhance and support operations, the agency utilizes ATVs, bicycles, command bus, Crime Scene vehicles, dive truck, bomb truck, helicopter, marine patrol boat, various special operation tactical vehicles, and motorcycles. Appropriate written directives cover the authorization, conditions and limitations of usage, qualifications and training of personnel, proper equipment and responsibility for condition and maintenance to ensure operational readiness.

The agency utilizes dual purpose canines for narcotics and patrol, along with explosives detection canines and bloodhounds for tracking. The K-9 handler is responsible for

determining if circumstances justify K-9 deployment and use. The K-9 handlers are assigned special equipment for exclusive use, including thermal imaging and night vision capabilities. With 15 patrol dogs, there is coverage at all times, with over 1200 deployments in one year. Training is conducted monthly. All handlers and K-9s are certified according to federal guidelines. Explosives detection canines are trained and certified through the Central Intelligence Agency.

Written directives clearly define the circumstances for responding to emergency and routine calls, in accordance with Virginia state statutes. Authorized emergency equipment must be in use if utilizing Response Driving to an emergency call.

Vehicle Pursuits

The agency has a judgmental policy regarding pursuits. By directive, the officer should only initiate a pursuit if the offender has committed a crime and the necessity of immediate apprehension outweighs the level of danger created by the pursuit. Constant evaluation is required by both the initiating officer and supervisory personnel. Supervisors must document the incident in a supplemental pursuit report that is forwarded through the chain of command, and also to Internal Affairs and the Criminal Justice Academy. In-car video is reviewed for all pursuits as well as debriefing sessions with all involved. The annual analysis is tasked to a Pursuit/PIT Committee. The committee has completed extensive reviews, interviews and research, and has issued preliminary analysis findings, along with recommendations.

Vehicle Pursuits

PURSUIITS	2013	2014	2015
Total Pursuits	120	115	118
Terminated by agency	8	12	14
Policy Compliant	120	112	118
Policy Non-compliant	0	3	0
Accidents	28	42	33
Injuries: Officer	2	0	0
: Suspects	6	15	9
: Third Party	2	3	5
Reason Initiated:			
Traffic offense	88	83	82
Felony	21	23	22
Misdemeanor/Suspicious Event/Assisting Other Jurisdiction	11	9	14

Stationary roadblocks require approval by a supervisor and may only be used as a last resort in extreme situations involving the immediate threat to life or injury. Forcible stopping techniques, including STOP Sticks, the PIT maneuver or boxing and trapping

are permitted, with detailed procedures in place to guide officers in implementation. Only officers trained in these techniques may participate in their deployment. Supervisors complete a Use of Force report for these incidents that is forwarded to Internal Affairs for review.

Policies and procedures thoroughly describe steps taken when reporting and investigating adult missing persons to include the Silver Alert Program. Similarly, detailed policies and procedures are in place for rapid response for missing and unidentified children, with responsibilities clearly defined. Criteria and responsibility for activating national AMBER alerts through the Virginia State Police are clear.

A comprehensive policy aids all personnel in recognizing and dealing with the mentally ill. The agency actively works with local social service organizations and hospitals that provide resources for the mentally ill. Crisis Intervention Team officers who have received specialized training in mental health issues are available to respond to assist in de-escalation of events.

Patrol vehicles are equipped with necessary equipment to ensure operational readiness. Equipment is inspected weekly by Station Logistical Technicians; additionally, officers are responsible for replenishing items when use dictates. All personnel are issued ballistic vests and are required to wear the body armor at all times while working in a uniform capacity. Body armor is worn by all personnel participating in any enforcement action, including pre-planned and high-risk situations.

Directives are in place to protect access, use and security of agency computers and software. In-car audio/video is available and activated for all traffic stops and pursuits. Videos are retained in compliance with the Virginia Retention and Disposal Schedule. Videos are reviewed monthly by supervisors. Appropriate guidelines are in place for patrol units equipped with License Plate Recognition systems.

A ride-along with PFC John Keating, a 13-year agency veteran, highlighted the agency's commitment to the CALEA process, as he was well-versed in the accreditation process. PFC Keating was knowledgeable about agency policy and procedures, and a committed public servant.

Detectives are available 24 hours with on call response. Supervisors assign investigations based on viable information available. An integrated case management system, I/LEADS, regarding case status, assignments, solvability, and progress is easily accessed electronically for decision making by investigative supervisors. Accessibility is limited to Investigative and Records personnel, and cases can be electronically restricted for investigative purposes.

Clear procedures are in place for conducting preliminary investigations. This is primarily accomplished by the patrol officer, and is well documented. Care is taken to ensure that all complainants, witnesses and suspects are identified, along with protecting and

processing the crime scene. Written directives for follow up investigations are in place to guide the detective through a thorough investigation. Virginia statutes define the Serious or Habitual Offender Comprehensive Action Program, aimed at reducing recidivism rates among juvenile offenders. Checklists provide guidance for various investigations to ensure thoroughness. Detectives attend roll call briefings to enhance communications between personnel, and for training.

The Criminal Intelligence Unit is responsible for the collection, processing and sharing of suspicious incidents and criminal intelligence. The agency participates in various local and federal task force operations, including the Joint Terrorism Task Force Drug Enforcement Task Force, Secret Service Financial Initiative, Child Exploitation/Human Trafficking Task Force, Internet Crimes against Children Task Force, and the US Marshall's Fugitive Task Force.

If polygraph testing is conducted, it is with the approval of a supervisor; after all other means of establishing fact have been exhausted. Tests are administered by properly trained and certified sworn examiners.

Confidential Informants are utilized by the agency with documented guidelines. Detailed records are kept to protect the agency, along with the informant.

Identity theft crimes are thoroughly documented and investigated. Victims are provided with additional information and resources to aid in their financial recovery. The agency provides educational materials, including podcasts, and assistance on their website, and through community training sessions.

Cold cases, including unsolved homicides and stranger sex crimes, are generally assigned after the case detective is promoted, transferred or retired. Cases are reviewed by supervisors for reassignment and follow up. Actions and activities are recorded in keeping with established investigatory procedures.

Directives are in place to ensure the safety and comfort of both the officer and the person being interviewed or interrogated. Interview rooms are visually monitored at all times by camera. No more than two officers are allowed in the interview room, unless exigent circumstances exist.

Photographic and physical lineups are constructed and conducted with procedures in place to establish reliable eyewitness testimony from the witness. Witnesses are separated, with photographs being rotated when shown to different witnesses. Feedback is prohibited by the administrator, and the results, including the level of confidence expressed by the witness, are documented. Show ups in the field are conducted with strict guidelines in place to limit prejudice in identification. Officers are

able to access the appropriate forms and checklists immediately recording the witness's exact response during the show up. Show ups are also recorded by in-car video.

All complaints of vice, drug and organized crime activities are documented and reviewed by supervisors in the Organized Crime and Narcotics Division. Confidential funds are available to support operations.

Information received and reports generated are maintained within a secure environment to ensure confidentiality of sensitive investigations. Information is disseminated to department personnel as well as other authorized law enforcement agencies on a need-to-know basis. The agency CEO is advised verbally of activities on a regular basis, depending on priority, and through monthly and quarterly reports.

There are detailed operating procedures for conducting surveillance, undercover, decoy and raid operations, with an emphasis on officer safety. A risk assessment matrix is completed prior to all operations.

The Fairfax County Police Department has a very active crime prevention program. Each station utilizes a Crime Prevention Officer with the dedicated responsibilities of gathering and disseminating criminal and traffic related information to the community, and providing information of community concerns to the agency. Neighborhood Watch and Worship Watch programs create and maintain relationships to encourage the exchange of information. Each station has a Citizen Advisory Committee that meets monthly for the purpose of exchanging information about safety matters.

The agency has been designated a Certified Crime Prevention Community Program by the Virginia Department of Criminal Justice Services. The Crime Prevention Unit is responsible for creating and maintaining liaison with community groups and organizations to identify mutual problems, encourage mutual problem solving, obtain input from community groups and ensure policies and training reflect the needs of the community and the agency. Information is conveyed periodically in monthly and quarterly reports, and informally as needed. The Ad Hoc Police Practices Review Commission is also tasked with reviewing existing policies, practices and programs regarding police-community relations.

A documented survey of citizen attitudes and opinions was conducted by George Mason University, with the results being provided to the agency CEO.

The rights of victims and witnesses reflect Virginia statutes and are provided in writing to individuals by the responding officer or investigator. A review of victim/witness assistance needs and available services is required by policy at least once every three years. The Victims Services Section brochure explains the services available, advice on what to do if threatened or intimidated, the applicable case number and contact information for providing or receiving additional information. During follow-up investigations, the Victim Services specialists work closely with the detectives to ensure

needs are being met, explain the procedures involved in prosecution, schedule line-ups, interviews and other appearances at the convenience of the victim/witness, and promptly return property when feasible.

While the Victims Services specialists are the primary point of contact, appropriate information is available 24 hours through the county's Department of Public Safety Communications Center, and also with on-call specialists. Notifications of arrest and release are made with the VINE system. Educational brochures are provided, as well as service links on the agency's website.

Clear procedures are in place for next of kin notifications, with responsibilities defined. Officers may request assistance from chaplains or clergy. Efforts are made to ensure notifications are made in person.

Critical Incidents, Special Operations and Homeland Security

The captain of the Chief's Office of Planning and Research is responsible for preparing a response to critical incidents. The agency has an All Hazards Plan for responding to critical incidents that follows standard Incident Command System protocols. The plan has been successfully activated for planned events such as the 2015 World Police and Fire Games, and unexpected events, such as an active shooter situation involving an escaped federal prisoner. Inspections of equipment in support of operational readiness are conducted monthly. The agency has policy and procedures in place for response to active threats. Training is conducted annually, both in the classroom and with practical exercises.

The agency has both fulltime and decentralized tactical response teams available for special operations. Directives establish guidelines for responsibilities and officer safety until assistance arrives, ensuring coordination and cooperation between the various components. Criteria for the selection of officers for tactical operations and hostage negotiations are clear. Specialized equipment is issued to SWAT officers to enhance safety and operational preparedness. During the static display, SWAT personnel and equipment were activated involving a hostage situation.

The Search and Rescue Team may be activated upon approval of the Special Operations Division Commander. Safety officers also respond for lengthy searches or those involving difficult terrain or weather conditions to monitor the health and safety of the officers involved.

Written directives clearly detail responsibilities for the handling of security for visiting VIPs, with the commander of the Operations Support Bureau having overall protection responsibility. For special events, such as the 2015 Police and Fire World Games, written plans are detailed and show cooperation and coordination with other agencies.

The agency requires notification in advance of any buy/bust operations, reverse sting operations involving illicit drugs and search warrants to promote safety and

effectiveness with concurrent or contiguous jurisdictions. FCPD participates in the exchange of information relating to terrorism with a number of multi-jurisdictional organizations, including the Northern Virginia Regional Intelligence Center and the FBI's Joint Terrorism Task Force. The Criminal Intelligence Division is responsible for relaying terrorism related intelligence to the proper task force or authority. The community is provided terrorism awareness information via the agency's website.

The Public Information Office is responsible for providing assistance to media personnel at incident scenes, as well as conveying accurate information via press release or press conference. The PIO also ensures that the release of information does not violate privacy concerns of victims, witness and suspects or jeopardize confidential investigations and operations. Incidents involving mutual effort are coordinated with participating agencies. The agency utilizes information gathered from a media survey when considering changes to policy or procedures.

Written directives clearly establish control of media access at locations where such access would interfere with operations or violate private property rights. Policy clearly protects law enforcement operations while also ensuring the freedom of the press guaranteed by the First Amendment.

Line inspections are conducted semi-annually by supervisors, with the results being electronically recorded. Commanders ensure completeness by first level supervisors. Deficiencies are noted, and BLUENet Inspections helps ensure corrective action is completed by a series of emailed reminders until the task is accomplished.

Staff inspections are the responsibility of the Inspections Division of the Internal Affairs Bureau. Detailed procedures guide the inspector through the process, with communication before, during and after the inspection being of utmost importance. Agency inspections are scheduled to be completed as required.

Internal Affairs and Complaints against Employees

Written directives require that all complaints, including anonymous complaints, must be investigated aggressively, impartially and thoroughly with appropriate documentation. Records are stored securely in the Internal Affairs Bureau with access limited to authorized personnel.

The IAB Commander reports directly to the agency CEO. Detailed information on procedures to register complaints is available on the agency's website, along with annual statistical summaries.

Complaints & Internal Affairs Investigations

	2013	2014	2015
Citizen Complaint	95	113	110
Sustained	21	19	9

Not Sustained	41	53	41
Unfounded	30	32	24
Exonerated	0	1	0
(Open Cases)	3	8	36
Internal	469	457	478
Sustained	226	210	122
Not Sustained	238	231	182
Unfounded	5	2	2
Exonerated	0	0	0
(Open Cases)	0	14	172

While the number of internal investigations from citizen complaints has remained fairly consistent, sustained complaints are down. Disciplinary actions have dropped proportionally. Findings of Not Sustained do not lead to disciplinary actions, but generally involve additional training or informal verbal counseling such as policy review. The agency plans on increasing training in 2016 through Power DMS to ensure officers are familiar with policy and procedures. The annual statistics also include vehicle accidents as all incidents involving agency vehicles are investigated by Internal Affairs. This accounts for roughly half of the internal investigations.

Written directives define the types of complaints to be investigated by line supervisors or by Internal Affairs. If necessary, final determination of the investigating authority will be made by the agency CEO. The CEO is notified via memorandum of all administrative investigations, and through the chain of command for all investigations resulting in the employee being relieved from or transferred for duty or being placed on administrative leave. All employees are provided with a written statement of allegations, along with their rights and responsibilities. A conclusion of fact is required for all investigations, and is provided to the agency CEO.

Investigations must be completed within 30 days unless circumstances develop which necessitate additional time to ensure a thorough inquiry. The agency communicates required information to the complainant, including written documentation of the findings of the investigation. Employees, with cause, may be required to submit to medical or laboratory examinations, photographs, physical lineups, provide financial disclosure statements as required by law or submit to polygraph examinations, if authorized by the agency CEO. Supervisors may relieve employees from duty under serious circumstances as detail in written policy.

Each of the eight police districts are assigned one motor officer on a semi-permanent basis as a liaison responsible for keeping the lines of communications open with the station commander regarding traffic enforcement concerns. Officers are routinely recognized by Mothers Against Drunk Drivers (MADD) for their DWI enforcement efforts.

Detainee and Court Related Activities; Auxiliary and Technical Services (Chapters 70-84)

All prisoners are searched prior to transport. Transport vehicles are searched at the beginning of each tour of duty, before and after transport, and also at the end of tour of duty. Procedures for transporting prisoners in vehicles without safety barriers are in place, with no more than one prisoner in the vehicle. Transports may only be interrupted in emergency circumstances where immediate police action is required, and prisoners are not allowed to communicate with anyone other than law enforcement. Procedures ensure that officers transporting detainees to a detention facility do so in a safe manner, with proper documentation.

Policy clearly defines the steps to be taken if a prisoner escapes during transport. Unusual circumstances are noted when a prisoner is considered a security risk.

All subjects taken into custody are handcuffed, with exceptions made for the disabled, injured or elderly. Additional restraint devices such as hobble devices, leg irons and spit hoods are available to aid in safe transport. Procedures are in place to provide for the security and control of detainees transported for medical care. Wheelchair bound detainees must be transported in a vehicle that enables them to enter the vehicle using a ramp, and remain in the wheelchair securely during transport. This is coordinated with the Community Service Board.

Prisoners may be transported in special situations when their involvement may provide significant investigative information and/or achievement. All transport vehicles are equipped with a prisoner barrier and have the rear door windows, locks and handles disabled.

The agency is responsible for the service of warrants, domestic violence Emergency Protective Orders and subpoenas for both criminal and civil processes. Process service records clearly record pertinent information of execution or attempted service of processes in the record management system. The Warrant Desk is responsible for the appropriate entry of warrants into the Virginia Crime Information Network, along with 24-hour verification.

Detailed procedures ensure the protection of rights in the execution of criminal processes such as arrest and search warrants. Only sworn officers execute criminal arrest warrants.

Fairfax County Police utilize the Fairfax County Department of Public Safety Communications for their communication needs. The FCDPSC operates with current FCC licenses, providing 24-hour, toll-free voice and TDD telephone access. The center also receives about 70 calls for service via text message each month. Calls for service or self-initiated activity are recorded in the Intergraph CAD system.

Written procedures that clearly define protocol ensure that communications between field personnel and Dispatch are efficient and safety-minded. Dispatchers have immediate access to necessary resource information, such as duty rosters, telephone numbers for agency members, maps, officer status indicators, procedures for procuring emergency external services and tactical dispatching plans.

Dispatchers determine emergency/non-emergency responses from caller information, and are able to provide information to the caller about the agency's response or refer the caller to another agency for assistance, information or services. FCDPSC is capable of accepting text requests for service. All recordings are retained at least six months. Access is limited to commanders and supervisory personnel. A Police Liaison Commander is present at all times in the communications center to facilitate and coordinate significant activities on behalf of the Chief's Office.

The agency utilizes the National Crime Information Center (NCIC) and the Virginia Crime Information Network (VCIN). Emergency messages are accepted from other agencies, with proper teletype confirmation. Communications operators have transfer capabilities for misrouted emergency and non-emergency calls for service. Procedures are in place to help ensure a safe response to private security alarms. Dispatchers are trained in medical dispatch protocols.

Security measures are in place to protect personnel, equipment and communications resources. The alternate power source is tested weekly, with full load testing completed monthly. The telephone system is designed to separate emergency from non-emergency calls. Dispatchers are able to communicate with other local public safety agencies and county departments.

The Central Records Section is secure, and access is only provided to authorized personnel. After hours, personnel at the Warrant Desk are available for records assistance. Agency policy follows Virginia state statutes for the release of information.

Juvenile records are separated and stored from others. Access is limited for physical and computerized records. Retention and expungement is accomplished in accordance with Virginia statutes.

The agency's retention schedule meets or exceeds the requirements set forth by Virginia code. Crime data is forwarded to the Virginia State Police for submission to IBR. The agency's complaint control reporting and field reporting systems allow proper follow up and coordination of records.

Computer data is backed up on a nightly basis. Backup tapes are stored at a secure, off-site location. Access is limited by login and password rights assigned to specific personnel. Security protocols are in place to control access to criminal history records and the release of records.

Adequate forms ensure that all pertinent information is captured for all types of calls for service, complaints or officer initiated activity. Reports are submitted in a timely manner, and all reports are reviewed by supervisory personnel. A review of reports shows that well written, very detailed incident reports are the norm.

Incident report numbers are automatically generated by the CAD. Follow up and supplemental reports are generated using the original incident report number. Written procedures ensure that reports are distributed and disseminated to the appropriate and necessary entities. Officers and supervisors have the ability to electronically forward reports to multiple units for incidents that would require follow up or if the information would benefit the entity.

The Citizen Reporting System is designed to reduce calls for service of the patrol officers. The CRS is available online or by telephone. Citizens may use the system to report minor property crimes, traffic complaints or suspicious activities.

Records are indexed for easy retrieval of information such as name, location, type of crime, accident locations, etc. A unique identification number is assigned through the Northern Virginia Regional Identification System to each person taken into custody to maintain an accurate criminal history.

Citations are primarily issued through an electronic system, generated at the time of the traffic stop. Citations books are kept securely in the Property Room until they are issued to stations for distribution. Stations secure the books until needed, and are issued by supervisors. Accountability is maintained through the use of the RMS.

Property and Evidence

Specially trained crime scene investigators and crash reconstruction specialists are available at all times to process crime scenes and serious traffic collisions. Detailed guidelines and procedures are in place to ensure appropriate collection, processing and preservation of physical evidence in the field. The agency has nine fulltime, sworn crime scene investigators, aided by eight supplemental investigators specifically assigned to stations. There are also two fulltime non-sworn photographers.

A tour of the crime scene lab by 2nd Lt. Richard Buisch showed the agency's commitment to forensic science. The lab is well stocked, and investigators have the opportunity to utilize some of the latest technology available, such as the Coherent Tracer Forensic Laser System that is used to document trace evidence.

The agency utilizes digital photography and video. The digital collection and preservation of evidence is properly documented. Digital images are downloaded and stored on a separate master CD/DVD. Personnel are properly trained to process, develop, lift and label fingerprints from crime scenes. Appropriate supplies are available

to properly process and recover latent prints, collect and preserve evidence and photograph and sketch crime scenes.

Detailed procedures are in place to ensure that computer equipment and other devices capable of storing data in an electronic format are not damaged and data is not lost. Detectives from the Computer Forensics Section are available to direct and assist in these activities.

Reports are prepared and submitted promptly by personnel processing crime scenes and serious traffic collisions.

Written directives guide the first responder with their responsibilities and precautions to prepare for the collection, storage and transportation of DNA evidence. Crime scene technicians are specially trained and qualified for the collection of DNA evidence; detectives are trained in collection of buccal swabs. DNA evidence is submitted to the Virginia Department of Forensic Science, an accredited laboratory. Whenever possible, known source materials are collected and submitted for comparison with physical evidence collected in accordance with the Virginia Department of Forensic Science Laboratory guidelines.

The agency is responsible for NOVARIS, the Northern Virginia Regional Identification System. This multi-jurisdictional team of state and local agencies works at identifying suspects through fingerprint technology.

Evidence is submitted to a forensic laboratory primarily by a property custodian. Detailed procedures are in place for the proper packaging and transmitting of evidence. Documentation and required receipts ensure the chain of evidence. Officers receive a written report with the laboratory results.

The Fairfax County Police Department has directives in place to ensure that evidence and property is packaged, labeled, inventoried and placed into the Property and Evidence Section without delay. Temporary storage is available at each station, the Criminal Investigation Bureau and Crime Scene Unit.

Controlled substances used for investigative or training purposes by Narcotics and various K-9 units are strictly controlled. Depending on usage, the controlled substance is returned immediately, or within a specified time period.

Records accurately reflect the status of all property held by the agency, through a bar code system. A fulltime auditor ensures accuracy.

With the assignment of a new property custodian in December 2014, the agency conducted the required audit of property, with the error rate being within accepted guidelines. All other required audits and inspections were conducted appropriately.

Final disposition of found, recovered, and evidentiary property is accomplished within six months after legal requirements have been satisfied. A Purge Specialist ensures the process is completed.

Property acquired through civil process or asset forfeiture is accounted for within agency records, and disposed of in accordance with Virginia code.

H. Standards Issue Discussion:

This section provides specific information on standards found to be in compliance after on-site "adjustments" were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

Four standards were identified as standard issues.

1.3.4 – A written directive governs the use of authorized less lethal weapons by agency personnel. (M)

ISSUE: The initial file did not include directives or written proof of compliance relating to less lethal weapons.

AGENCY ACTION: During the onsite assessment, the agency provided directives and written documentation describing the use of all less lethal weapons in their inventory.

1.3.9 - A written directive requires that only weapons and ammunition authorized by the agency be used by agency personnel in the performance of their responsibilities; b. the types and specifications of all lethal and less lethal weapons approved for use... (M)

ISSUE: The initial file did not include the type of and specifications for all less lethal weapons used by the agency.

AGENCY ACTION: All less lethal weapons were identified including specifications for each.

42.1.6 - A written directive addresses the collection, processing and sharing of suspicious incidents and criminal intelligence relating to criminal and homeland security activities with appropriate entities, to include; b. the responsibilities of all agency personnel. (M)

ISSUE: While the civilian employees were briefed in handling information stated in the standard, the policy provided did not address civilian employees.

AGENCY ACTION: The agency provided amended policy covering civilian employees.

46.1.10 - The agency has a written directive addressing active threats to include...(M)

ISSUE: The agency did not have a written directive specifically addressing active threats relying all the All Hazard Plan and training to comply with this standard.

AGENCY ACTION: The agency provided a new directive addressing all elements required by the standard.

I. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation.

The agency was in compliance with 95 percent of applicable other-than mandatory (O) standards.

J. Future Performance / Review Issues

This section reports on directives that appear to meet the intent of standards but the directives initial established time line for completion of required activities has not been met. These requirements are reported to emphasize that activities must be completed in the appropriate time frame.

During the self-assessment phase preparing for the initial onsite, the agency conducted a thorough review of the General Orders associated with the Auxiliary Police Officer position. The findings of the review determined a revision to the existing General Order was needed to reflect the mandated accreditation standards.

All departmental APO's will be required to receive annual training in each of the job functions in which they are authorized to perform in the same manner as fulltime paid sworn police officers.

The agency issued as Auxiliary Program Update memo requiring performance evaluations for all APO positions. The re-accreditation assessment team should review the Auxiliary positions carefully to ensure all appraisals and training requirements have been met based on the new processes implemented to meet the accreditation standards.

L. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	<u>311</u>
Other-Than-Mandatory Compliance	<u>70</u>
Standards Issues	<u>4</u>
Waiver	<u>0</u>
(O) Elect 20%	<u>4</u>
Not Applicable	<u>95</u>
 TOTAL	 <u>484</u>

M. Summary:

The files examined by the assessment team were found to be well organized and constructed in such a manner that made review less constrictive. There were four files returned for additional proofs. All time-sensitive standards were found to be in compliance due to stringent oversight by supervisors and the accreditation manager. The Accreditation Manager constructed a thorough and experienced mock team in preparation for the actual onsite which proved to be beneficial to the agency.

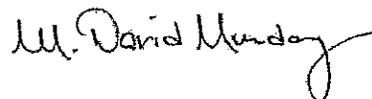
The assessors reviewed all standards and found them to be in compliance with agency practices meeting the intent of CALEA standards.

The overwhelming majority of comments concerning the Fairfax County Police Department were positive, stressing cooperation, professionalism, and commitment. Citizens and other government officials expressed their appreciation and support of agency personnel. These sentiments express the spirit of CALEA—providing and promoting positive interactions between the agency and the citizens they are sworn to serve.

The agency uses appropriate equipment and technology to support its operational challenges. The agency's Criminal Investigation Section focuses on major crime and specialized investigations. Criminal Intelligence and Crime Analysis supply information to all operational functions.

All staff members have received a training course on the CALEA process and more recently a follow-up review prior to the onsite. The Fairfax County Police Department is strongly supportive of the accreditation process and agency personnel clearly identify with the CALEA model.

Respectfully submitted,



David Munday
Team Leader