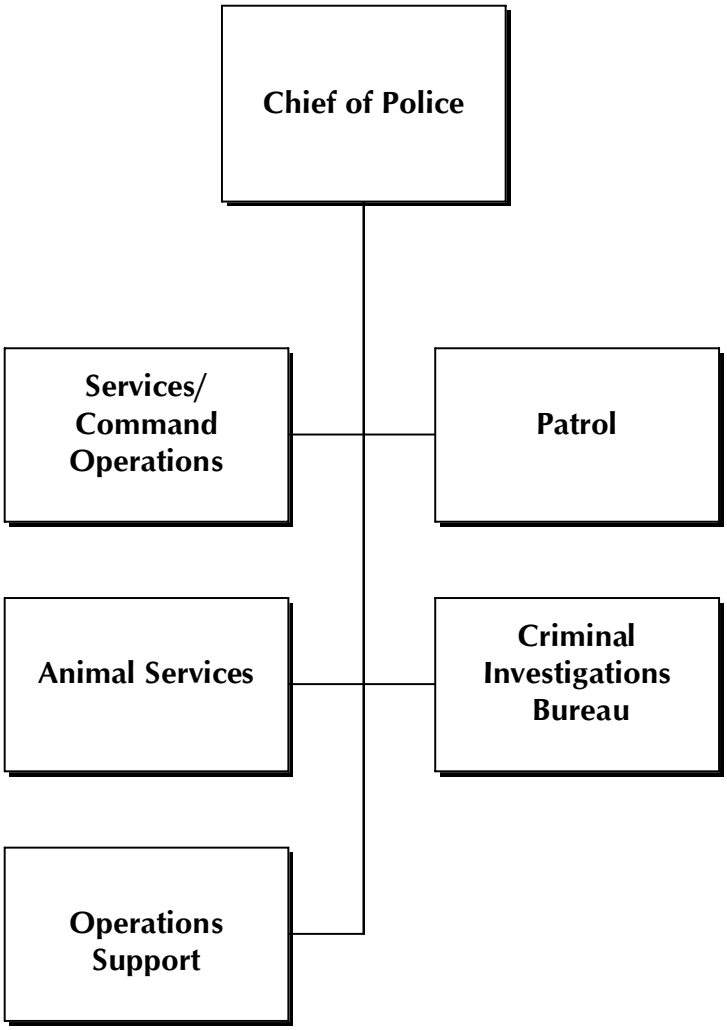
Police Department



Mission

To protect persons and property by providing public safety services, and the fair and impartial enforcement of the laws of the Commonwealth of Virginia in the County of Fairfax, while promoting community involvement, as well as stability and order through service, assistance and visibility.

Focus

Although the continued growth and development of Fairfax County has brought about new demands for services, the Police Department is poised to continue to keep pace with these changes. As County demographics change, the Police Department continues to maintain an effective multi-disciplinary dialogue with all customers to foster superior delivery of essential Police services now and into the future. The philosophy of providing the community with ownership of how its Police Department will deliver essential Police services is the foundation of a responsible and professional law enforcement agency that aims to meet its mission each and every day.

Police Department

To meet immediate and future demands, the Police Department enhanced its business practices in FY 2006 by establishing a fulltime Strategic Planner position. This position has enabled the Department to constantly provide services which are strategically linked to the core mission of protecting the public. The Department's FY 2008 budget represents the essence of both short-term and long-term strategic objectives, designed to preserve the high quality of life and exceptional Police services that County residents expect.

In addition to the challenges associated with the urbanization of the County, the Department also faces challenges brought about by local, national, and international crime trends and requirements, such as emergency preparedness, gang activity, and street crime. During the last two years, the County has experienced an upward trend in the number of street-level robberies and burglaries. This crime trend is not unique to Fairfax County and is being experienced by regional law enforcement partners and other major urban areas in the nation. In Fairfax County, the Police Department is working vigorously with agency Crime Analysts to develop more comprehensive and broad-based strategies to determine the root causes of this crime trend. Crime Analysts provide Patrol Commanders with critical trend analysis reports which are used to develop proactive strategies to deter these criminal acts and apprehend the offenders in an overall goal of crime reduction. Other strategies include leveraging local and regional criminal intelligence networking capacities with law enforcement partners to share information designed to increase the probability of making significant arrests of suspects who commit crimes in multiple jurisdictions; assigning the investigation of street-level robberies to the district stations which have more familiarity with criminal networks; and using established crime prevention networks with the community to prevent opportunities for criminal activity through vigilant reporting of suspicious activities.

THINKING STRATEGICALLY

Strategic issues for the department include:

- Enhancing the ability to respond quickly to emerging crime and traffic issues through the application of Intelligence-Driven Policing;
- Building capacity to respond and mitigate major incidents, through enhanced training, resource development and collaboration;
- Engaging the community to build effective partnerships in support of departmental efforts;
- Enhancing the ability to recruit, train and develop the department's workforce to meet the challenges of the 21st century; and
- Maintaining resources and infrastructure at a level commensurate with the demands of a changing environment.

The urbanization of the County is projected to continue well into the future. As an active partner with the community and all layers of government, the Police Department continues to provide superior Police services in a County of over one million residents. This is done with one of the lowest officer-to-citizen ratios for a jurisdiction of Fairfax County's size. Despite successes in handling increased workload, the most serious challenge for the future is the lowering of response times for high-priority calls for service. In CY 2005, the average response time among all types of calls was 23.2 minutes, and the overall average response time for Priority 1 complaints was 6.1 minutes. The Department's strategic staffing plan is designed to reduce response times to Priority 1 calls below a 6.0 minute threshold.

Another significant crime which can have a serious negative impact on the quality of life in the County is domestic violence. Domestic violence often results in cases of assault; however it can escalate at times to involve the crimes of murder, aggravated assault, and rape. To reduce further victimization, the Department's Victim Services Section decentralized its staff by assigning counselors to sworn Domestic Violence Detectives at each district station. The teaming of counselors with sworn police officers enables the department to provide more direct services to victims of domestic violence and provides a higher degree of follow-up, which can help to reduce further victimization. Services are designed to reach more victims to help to reduce future domestic violence acts. The Domestic Violence Detective Program was originally piloted by the department in 2005 with existing staff resources. The agency decentralized its Victim Services Section by assigning counselors to each of the County's eight district stations, teaming Victim Services counselors with an assigned detective to provide more cohesive, direct services to victims of domestic violence and a higher degree of follow-up for the significant number of domestic violence cases handled by the department. In FY 2008, 8/8.0 SYE new Police Officer positions are included to make this program permanent and 1/1.0 SYE Victim Services Advocate position is included to further the Department's Community-Based Victim Advocacy Justice Center (C-BVAJC) initiative. The primary goal of the C-BVAJC is to provide on-going support and assistance through the protective order and criminal court processes aimed at ensuring safety for domestic violence and stalking victims, and connecting victims to available County and community-based social service resources. The addition of the 8/8.0 SYE new Domestic Violence Detective positions for this program will also enable the Department to redirect the freed-up Patrol staff resources used for the pilot back to Patrol and further focus on their key challenge of reducing response times to calls for service, and Priority 1 calls in particular. The additional staff resources will assist the department in this effort.

Crimes against County residents have been reduced by investing human resources to increase the investigation of organized crimes and drug-related criminal activity, and by providing proactive programs to increase individuals' safety. Effective partnerships with the community include such programs as Sexual Assault Free and Empowered (SAFE) and the Gang Coordinating Council. The Road DAWG (Don't Associate With Gangs) program continues to positively impact at-risk youth by providing innovative, educational tools to prevent youth from engaging in gang life. The Department has increased networks with diverse community groups to continue dialogues with community leaders in order to ensure the agency is providing customized, essential Police services to maintain the safety of all neighborhoods.

Several other significant long-term multi-agency public safety related initiatives, which are mission-critical to the County, and that require continued support from the Police Department include:

- Continued assistance in the design and development of the Public Safety and Transportation Operations Center at West Ox Road
- Support of the Alternate Emergency Operations Center
- Participation in the Homeland Security Inter-Agency Task Force
- Active membership on the Emergency Management Coordinating Committee
- Coordination for grant procurements and other federal reimbursement methods to ensure the County is prepared for response to emergency events
- Support of Council of Government (COG) initiatives
- National Incident Management System (NIMS) training and development
- Incident Command Structures (ICS) training and development
- Partnering with other County agencies to build the Fairfax County Citizen Corps Program

- Personal Protection Equipment purchases, distribution, and training

Internally, the Department has installed proactive accountability measures through its *CompStat* program. The *CompStat* program consists of monthly meetings between senior administrative staff and commanders, where commanders are expected to articulate their understanding of criminal trends in their respective districts and how these trends impact other districts. They are required to demonstrate what proactive, strategic resource deployments they are utilizing to reduce crime in their areas of command. Additionally, the *CompStat* process is used in non-patrol related bureaus to ensure appropriate business practices are used to support the department's mission. Commanders are held accountable in taking a proactive role towards meeting the Department's strategic plan along with achieving their individual goals. The Department has experienced tremendous successes in the solvability of criminal trends and the streamlining of business practices since the *CompStat* process was implemented.

During the last calendar year, the Police Department faced several major incidents which placed significant stressors on its infrastructure and employees. These events included a homicide event involving five victims at multiple scenes on December 25, 2005; the tragic murders of two of the Department's finest police officers on May 8, 2006 at the Sully District Station; and the flooding of the Huntington/Belle Haven communities in June 2006. In each of these events, the Police Department responded with all available resources and was able to handle each of the events. However, each dramatically impacted the ability to maintain other lines of business while resources were redirected to support the management and operations associated with each event. Each incident required activation of both supplemental and non-standing units for pro-longed periods of time in order to successfully manage them in accordance with established incident management mandates. Since many of the highly dedicated employees who perform other specialized duties through membership on supplemental and non-standing units are assigned to patrol, they were often unavailable for normal patrol duties, which further compounded response times to non-related calls for service. The Department's strategic staffing plan aims to bridge this gap in both the short- and long-term.

Volunteer programs provide an effective supplemental administrative and operational workforce, and the Department is very fortunate to have highly dedicated residents who become involved in such programs as the Auxiliary Police Officer program, Volunteers in Police Service, Citizen Police Academy, and Neighborhood Watch programs. All of these programs aim to actively engage residents in the effort to protect the County.

The urbanization of the County continues to increase demands upon transportation systems and presents many safety challenges to motorists and pedestrians alike. The Police Department continues to deploy innovative, technological traffic calming measures at problem locations, in addition to its active regional leadership efforts with multi-jurisdictional traffic safety programs designed to educate motorists and enforce violations related to aggressive driving, drunk driving, gridlock, pedestrian safety, speeding, racing, fatal and injury crashes, and roadway incident management. These programs continue to receive the highest national honors through the International Association of Chiefs of Police, the Metropolitan Council of Governments, and Mothers Against Drunk Driving.

During CY 2005 and CY 2006, the Department continued to increase the number of police officers who can converse in Spanish through a *Language Immersion Program*. This program is designed to meet the language demands placed upon the Department as the County becomes more culturally

diverse. Additional officers are participating in this program and the Department continues to measure the success of those who recently completed the six-month intensive program. The *Language Immersion Program* will provide a future conduit to the Criminal Investigations Bureau's Language Skills Support Unit, which is comprised of officers who possess high-level investigative skills, coupled with certified verbal and written language skills. The Language Skills Support Unit officers continue to experience high levels of success in the investigation of major crimes, including homicides and violent gang related crimes. In addition to language programs, the Department continues to enhance outreach programs to all communities by engaging the residents of these communities and encouraging them to have input into how the Police Department can best serve their specific needs.

During FY 2006, the Department accomplished a major strategic initiative by implementing an Information and Technology Bureau. This bureau accomplished several short-term system redesign milestones which will be the foundation for the consolidation technology functions. This will be accomplished through collaborative partnerships with the Department of Information and Technology and other public safety partners. Another strategic initiative of the Information and Technology Bureau is to contribute to the multi-agency design of the IT infrastructure for the Public Safety and Transportation Operations Center. In FY 2008, 5/5.0 SYE positions are included for the Police Department associated with the opening of Public Safety and Transportation Operations Center (PSTOC). These positions include both civilian and sworn positions for the new forensics unit and to provide technical support in advance of the County's new Computer Aided Dispatch/Records Management System (CAD/RMS) system being implemented.

The Police Department's FY 2008 budget sets forth a fiscal plan which strategically links available resources which are critical to the effective delivery of essential Police services and the changing demands of an evolving community. The future of the Department holds exciting challenges which require continued partnerships with key stakeholders; and especially residents. The Police Department is proud to serve Fairfax County and continuing the successful partnership with its residents that helps to make Fairfax County one of the safest jurisdictions in the nation.

Police Department

Budget and Staff Resources

Agency Summary		
Category	**FY 2007 Actual**	**FY 2008 Adopted Budget Plan**
Authorized Positions/Staff Years		
Regular	1731/ 1731	1750/ 1750
Expenditures:		
Personnel Services	$136,899,899	$142,379,818
Operating Expenses	28,430,449	27,431,544
Capital Equipment	979,022	329,105
Subtotal	**$166,309,370**	**$170,140,467**
Less:		
Recovered Costs	($956,138)	($926,188)
Total Expenditures	**$165,353,232**	**$169,214,279**
Income:		
Parking Violations and Criminal Justice Academy Fees	$2,850,579	$2,951,983
Fees and Misc. Income	1,586,432	1,967,192
State Reimbursement	18,078,152	18,448,850
Dog Licenses	261,987	258,664
Animal Shelter Fees	103,344	81,283
Total Income	**$22,880,494**	**$23,707,972**
Net Cost to the County	**$142,472,738**	**$145,506,307**

SUMMARY OF ALL AGENCY LOBS (FY 2008 Adopted Budget Data)

Number	*LOB Title*	*Net LOB Cost*	*Number of Positions*	*LOB SYE*
90-01	Office of the Chief and Administration	$6,982,012	25	25.0
90-02	Internal Affairs	$1,478,719	15	15.0
90-03	Administrative Support	$4,407,625	53	53.0
90-04	Criminal Justice Academy	$5,708,878	47	47.0
90-05	Information and Technology Bureau	$1,205,583	12	12.0
90-06	Technical Services	$4,556,621	66	66.0
90-07	Criminal Investigations	$18,282,112	180	180.0
90-08	Operations Support	$12,817,630	123	123.0
90-09	Patrol	$86,892,183	1172	1172.0
90-10	Animal Services	$3,174,944	57	57.0
TOTAL		**$145,506,307**	**1750**	**1750.0**

LOBS SUMMARY

90-01: Office of the Chief and Administration

Fund/Agency: 001/90	Police Department
LOB #: 90-01	**Office of the Chief and Administration**
Personnel Services	$2,471,751
Operating Expenses	$5,205,444
Recovered Costs	$0
Capital Equipment	$0
Total LOB Cost:	$7,677,195
Federal Revenue	$0
State Revenue	$290,376
User Fee Revenue	$0
Other Revenue	$404,807
Total Revenue:	$695,183
Net LOB Cost:	$6,982,012
Positions/SYE involved in the delivery of this LOB	25 / 25.0

► LOB Summary

The Chief of Police reports to a Deputy County Executive and is responsible for the overall management of the Police Department, particularly in the areas of personnel administration, training, fiscal management, and policy development. The Chief is the agency representative and contact person for other County and law enforcement agencies.

The Deputy Chief of Police for Administration, the Deputy Chief of Police for Operations and Investigations, and the Deputy Chief of Police for Patrol assist the Chief in the administration of the Department's budget, conduct public relations activities, develop Department policy, and share in the responsibility of personal representation of the Chief of Police. The Deputy Chief of Police for Administration is responsible for the administration of the delivery of services provided by the Public Information Office, Technical Services Bureau, Administrative Support Bureau, Public Safety Communications Center, Information Technology Bureau, and the Fairfax County Criminal Justice Academy.

The Deputy Chief of Police for Investigations and Operations Support is responsible for the administration of the Criminal Investigations Bureau, which includes the Victim Services Section, and the Operations Support Bureau. These specialized bureau services include major crimes investigation, organized crime and narcotics, victim services, special operations, traffic, and helicopter support.

The Deputy Chief of Police for Patrol is responsible for the overall administration of the eight district stations that provide emergency and routine police patrol response and a wide range of community police services to the public on a 24-hour, 7-days-a-week basis, Animal Services function, Youth Services Division, and the Crime Analysis Unit.

The Chief's Office of Research and Support reports directly to the Chief of Police and is primarily responsible for strategic planning, research related to the identification and adoption of best practices, project/program evaluations, feasibility studies, improving internal and external communication to and from the Office of the Chief of Police, and the production of professional articles written for internal publication and publication in professional law enforcement journals.

While there are no performance measures specifically for this LOB, this LOB supports all other LOBs that are measured.

▶ Method of Service Provision

Services are provided directly by County employees.

▶ Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 76-100 percent. See the January 2007 Mandate Study, reference page 18 for the specific state code and a brief description.

90-02: Internal Affairs

Fund/Agency: 001/90	*Police Department*
LOB #: 90-02	***Internal Affairs***
Personnel Services	$1,513,947
Operating Expenses	$106,667
Recovered Costs	$0
Capital Equipment	$0
Total LOB Cost:	$1,620,614
Federal Revenue	$0
State Revenue	$141,895
User Fee Revenue	$0
Other Revenue	$0
Total Revenue:	$141,895
Net LOB Cost:	$1,478,719
Positions/SYE involved in the delivery of this LOB	15 / 15.0

▶ LOB Summary

The Internal Affairs Bureau is comprised of both the Inspections Division and the Investigations Division. The Investigations Division is responsible for investigating serious or complex allegations against employees generated from within the Department or from outside sources. These complaints usually involve allegations of criminal misconduct or serious violations of Department policy. Allegations involving complaints of minor misconduct are investigated at the employee's command level.

The Investigations Division is responsible for assuring complete and thorough investigations of all cases within 60-90 days. Upon completion, a thoroughly documented case file is forwarded to the investigated employee's commander for review. The Investigations Division also identifies potential training needs through the course of administrative investigations and civil actions directed at the Department. These recommendations are forwarded to the Director of the Fairfax County Criminal Justice Academy for evaluation and incorporation into recruit and in-service training. The Inspections Division conducts reviews of Department policies, procedures, and operations. Inspections often require on-site visits to police facilities and observations of operations and performance. Once an inspection is completed, the Inspections Division prepares a report for the Chief of Police and makes recommendations to the affected commander for improvement. The Inspections Division is also tasked with assuring that requests under the Virginia Freedom of Information Act are complied with according to law. This Bureau also assists the County Attorney's Office in the discovery and development of information pertinent to lawsuits, as well as in the legal responses for document requests.

While there are no performance measures specifically for this LOB, this LOB supports all other LOBs that are measured.

► Method of Service Provision

The Internal Affairs Bureau is comprised of a Police Department Major who oversees Bureau operations. The Internal Investigations Division includes a First Lieutenant and a team of seven sworn supervisor detectives tasked with the completion of assigned investigations. The Inspections Division is made up of a First Lieutenant, a sworn supervisor, and one civilian employee who assess compliance and propriety of Department policy, procedures, and operations. The Bureau is also staffed with three administrative assistants, two civilian volunteers, and one auxiliary police officer who assist with operations.

► Mandate Information

This LOB is state mandated concerning the compliance with the Freedom of Information Act. The percentage of this LOB's resources utilized to satisfy the mandate is 76-100 percent. See the January 2007 Mandate Study, reference page 18 for the specific state code and a brief description.

90-03: Administrative Support

Fund/Agency: 001/90	Police Department
LOB #: 90-03	**Administrative Support**
Personnel Services	$4,555,885
Operating Expenses	$590,050
Recovered Costs	$0
Capital Equipment	$0
Total LOB Cost:	$5,145,935
Federal Revenue	$0
State Revenue	$270,890
User Fee Revenue	$67,420
Other Revenue	$400,000
Total Revenue:	$738,310
Net LOB Cost:	$4,407,625
Positions/SYE involved in the delivery of this LOB	53 / 53.0

► LOB Summary

The Administrative Support Bureau consists of two (2) divisions: Personnel Resources Division and Financial Resources Division.

The Personnel Resources Division recruits, tests, and employs the best qualified applicants for vacant positions within the agency. It conducts aggressive outreach recruitment to achieve a more culturally diverse workforce. Through polygraph testing, it assists in the investigation of criminal violations, employee misconduct, and applicant backgrounds. It also conducts civil background checks as required/directed. In addition, it administers the agency's diversity plan, Worker's Compensation, medical examinations, PRISM and other programs.

The Personnel Resources Division administers entry level and promotional testing; coordinates the Sworn Employee Mentoring Program; conducts pre-employment background investigations; conducts polygraph tests in support of criminal investigations and pre-employment background investigations and specifically identified positions; conducts pre-employment polygraph and criminal investigations tests for outside agencies; processes Worker's Compensation claims; administers the agency's Diversity Plan; coordinates pre-employment and in-service medical examinations; and conducts background investigations and makes recommendations for the Bondsmen, Conservators of the Peace, Wildlife Biologist and other civil licensing applicants; maintains the Retirees Concealed Weapon Permit Program; and maintains the Employee Index database.

The Financial Resources Division is designated as the Department's focal point for all financial, procurement and payroll transactions. Its primary goals are to develop, plan and administer the budget; provide guidance for financial inquiries; administer payroll policies and procedures; coordinate and process all purchasing requests; and develop and administer federal/state grants. The Division also collects revenue from alarm ordinance violations and bills other County agencies, private enterprise and other government agencies (i.e. FBI, VDOT, Schools, etc.) for services rendered. The Financial Resources Division is comprised of four sections and one unit: Budget;

Grant; Procurement; Payroll, and the False Alarm Reduction Unit. The division directs the development of the budget and all of the purchasing, payroll and accounting activities of the Police Department and Animal Shelter. Serves as the Department's principal contact for fiscal matters, oversees the implementation of the fiscal management, accounting, procurement and payroll procedures.

▶ Method of Service Provision

Services are provided by a team of civilian and sworn County employees, augmented at times by contractor personnel. The Bureau leverages common services offered by the County's Department of Human Resources. The Administrative Support Bureau continues to seek more efficient means of providing our mandated services by staying connected to regional and national law enforcement agencies.

▶ Mandate Information

This LOB is state mandated concerning the compliance with the Freedom of Information Act. The percentage of this LOB's resources utilized to satisfy the mandate is 76-100 percent. See the January 2007 Mandate Study, reference page 18 for the specific state code and a brief description.

90-04: Criminal Justice Academy

Fund/Agency: 001/90	*Police Department*
LOB #: 90-04	***Criminal Justice Academy***
Personnel Services	$4,284,413
Operating Expenses	$2,775,708
Recovered Costs	($679,579)
Capital Equipment	$0
Total LOB Cost:	$6,380,542
Federal Revenue	$0
State Revenue	$638,514
User Fee Revenue	$33,150
Other Revenue	$0
Total Revenue:	$671,664
Net LOB Cost:	$5,708,878
Positions/SYE involved in the delivery of this LOB	47 / 47.0

▶ LOB Summary

The Criminal Justice Academy provides basic training in law enforcement skills, firearm proficiency, and emergency response driving to the member agencies of the Fairfax County Criminal Justice Academy. This training is mandated by the Department of Criminal Justice Services in order to meet the required certifications necessary to advance to the Field Training stage. In addition to training basic recruits, the Academy trains Traffic Enforcement Officers, Auxiliary Officers and Volunteers In Policing (VIP's) as directed by Departmental policy in order to supplement staffing

on a number of operational levels. The Criminal Justice Academy is also required to develop and provide continuing education in law enforcement skills, firearm proficiency, and emergency response driving at the in-service level to member agencies. Part of the continuing education involves leadership and career development training. This continuing education meets Department of Criminal Justice Service mandates, member agency requirements, and addresses sworn, civilian, and volunteer training needs. The Academy is responsible for maintaining certifications, addressing changing operational objectives, improving knowledge and skills, remaining current with managerial trends, and updating technology skills to increase operational efficiency.

► Method of Service Provision

Training is provided through classroom instruction and practical field exercises. Training is conducted by County employees who are state certified instructors. Some specialized training is contracted to private vendors.

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 76-100 percent. See the January 2007 Mandate Study, reference page 18 for the specific state code and a brief description.

90-05: Information and Technology Bureau

Fund/Agency: 001/90	*Police Department*
LOB #: 90-05	*Information and Technology Bureau*
Personnel Services	$1,168,464
Operating Expenses	$62,918
Recovered Costs	$0
Capital Equipment	$0
Total LOB Cost:	$1,231,382
Federal Revenue	$0
State Revenue	$25,799
User Fee Revenue	$0
Other Revenue	$0
Total Revenue:	$25,799
Net LOB Cost:	$1,205,583
Positions/SYE involved in the delivery of this LOB	12 / 12.0

► LOB Summary

The Information Technology Bureau was established in October, 2005 to focus on managing the increasing use of technology within the Department. To most effectively and efficiently accomplish its goals and mission, the Bureau has four divisions which are charged with the following duties and responsibilities.

The Applications Division manages and supports the automated data processing systems of the Department. The Division administers the Police Records Management System, manages the development of automated business solutions and provides technical design and maintenance for the Department's public and internal internet sites. Additional responsibilities include administering mainframe information security, managing interfaces with external data systems, coordinating activities related to data sharing opportunities, and representing the Department in initiatives and activities involving the County Department of Information Technology.

The Communications Division was established to explore, coordinate, administer, and support the communications systems internal to the Police Department and to promote and maintain interoperability with our partners in the National Capital Region. Communications are delivered through various means to include the 800 MHz radio system, low band UHF/VHF radio systems, handheld devices (PDAs), cellular phones, and pagers.

The Information Management Division (IMD) was established to take the lead in the modernization of major law enforcement information technology systems used by the majority of the members of the Department. This includes procurement of a completely new Computer Aided Dispatch (CAD), Mobile Data Computer System, and Records Management System (RMS) including integrated Automated Field Reporting (AFR). The IMD will also lead the configuration and implementation effort once the procurement process is complete. Additionally, the IMD has taken ownership of existing MCT software upgrades and the Northrop Grumman AFR project from the Technical Services Bureau and the Department of Public Safety Communication.

The Infrastructure and Technology Division (ITD) was established to manage, maintain and support the future growth of the Information Technology (IT) infrastructure of the Department. This infrastructure includes personal computers, notebook computers, computer peripherals, network servers, print appliances, printers and plotters, storage devices, database servers and productivity software.

While there are no performance measures specifically for this LOB, this LOB supports all other LOBs that are measured.

► Method of Service Provision

Services are provided by a team of civilian, sworn, and contractor personnel directly assigned to the Police along with leveraging common services from the County's Department of Information Technology. The IT Bureau continues to research more efficient means of service provisioning by staying connected to regional and national law enforcement entities.

► Mandate Information

There is no federal or state mandate for this LOB although law enforcement best practices for an agency of this size indicate that having an entity within the department to concentrate on IT related issues is becoming a necessity. The need for this LOB was also recognized in the 2004 study on the DPSC Altaris CAD implementation.

90-06: Technical Services

Fund/Agency: 001/90	Police Department
LOB #: 90-06	**Technical Services**
Personnel Services	$4,333,990
Operating Expenses	$370,874
Recovered Costs	$0
Capital Equipment	$0
Total LOB Cost:	$4,704,864
Federal Revenue	$0
State Revenue	$25,251
User Fee Revenue	$122,992
Other Revenue	$0
Total Revenue:	$148,243
Net LOB Cost:	$4,556,621
Positions/SYE involved in the delivery of this LOB	66 / 66.0

► LOB Summary

The mission of the Technical Services Bureau is to provide support to the Police Department in its daily operations and administrative activities through technical, clerical and managerial applications. There are two divisions within the Technical Services Bureau: Field Support Division and Technical Support Division. The Field Support Division is comprised of the Property & Evidence Section in addition to the Uniform Section, Limited Logistical Support and Fleet Management. The Technical Support Division includes the Central Records Section, Access Control and the Northern Virginia Regional Identification System (NOVARIS) which is separately listed under Fund 703. Additional Bureau responsibilities include Police Capital Improvement Projects, Police Facilities Planning and Maintenance, liaison between the Police Department and other County agencies on all issues related to maintenance, construction and improvements to police facilities and equipment.

► Method of Service Provision

Services are provided by civilian and sworn County employees.

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 76-100 percent. See the January 2007 Mandate Study, reference pages 18 and 19 for the specific state code and a brief description.

90-07: Criminal Investigations

Fund/Agency: 001/90	Police Department
LOB #: 90-07	**Criminal Investigations**
Personnel Services	$18,090,473
Operating Expenses	$2,185,486
Recovered Costs	$0
Capital Equipment	$50,135
Total LOB Cost:	$20,326,094
Federal Revenue	$0
State Revenue	$1,959,247
User Fee Revenue	$84,735
Other Revenue	$0
Total Revenue:	$2,043,982
Net LOB Cost:	$18,282,112
Positions/SYE involved in the delivery of this LOB	180 / 180.0
Grant Positions	12 / 12.0

▶ LOB Summary

The Criminal Investigations Bureau (CIB) is responsible for the investigation of major offenses which require a high degree of specialization or a centralized investigative approach. CIB is comprised of four divisions: the Criminal Intelligence Division (CID), the Investigations Support Division (ISD), the Major Crimes Division (MCD) and the Organized Crime and Narcotics Division (OCN).

The Criminal Intelligence Division (CID) provides analytical and intelligence driven law enforcement. CID collects, evaluates, analyzes, investigates and disseminates intelligence data regarding terrorism and serious criminal activity affecting Fairfax County. The Division consists of the National Capital Regional Intelligence Center (NCRIC), Criminal Intelligence Unit for traditional crime, and the Special Investigations Unit.

The NCRIC, sponsored by the Federal Bureau of Investigations, is one of 47 regional intelligence centers in the United States. The NCRIC shares information with its federal, state, and regional partners to develop intelligence necessary to detect, deter, disrupt, and prevent terrorist attacks within the National Capital Region.

The Special Investigations Unit supports the Police Department and other County agencies by providing the technology necessary to legally collect electronic evidence from a variety of sources including, but not limited to, computers, cell phones, and video and audio tapes. The unit is also responsible for the legal application of electronic surveillance devices in criminal investigations when authorized by court order.

The Criminal Intelligence Unit (CIU) focuses on traditional and organized crime operating within Fairfax County. Through various methods of infiltration, CIU provides intelligence to senior law enforcement decision makers necessary to identify and prioritize criminal activity having the biggest impact on the citizens of Fairfax County. Prioritizing and targeting criminal activities through the

use of intelligence leverages limited resources to efficiently and effectively eliminate organized criminal enterprises in Fairfax County.

The Investigations Support Division (ISD) is comprised of the Crime Scene Section and is responsible for the processing of evidence related to major crimes. ISD also processes evidence from individual stations' Criminal Investigation Sections and cases investigated by patrol. Each case assigned to the ISD involves multiple steps, is time consuming, and requires many hours to meticulously document, photograph, process and package evidence. Crime scene reconstruction, court preparation, evidence transportation, and autopsy attendance also require additional staff hours. The expansion of the ability to collect DNA in the field has also dramatically increased the amount of evidence collected and staff hours dedicated to scene processing. The Crime Scene Section is also tasked with photographically documenting all promotional, graduation, and award ceremonies for the Police Department. The Crime Scene Section's Photographic Lab develops and produces all reprints used by the agency for courtroom presentation and brochure publication. With the completion of the Public Safety and Transportation Operation Center (PSTOC) in CY 2008, the Investigative Support Division will be relocated to the Forensic Facility within the PSTOC complex. At that time, the Investigative Support Division will be reorganized to comprise the Crime Scene Section, Northern Virginia Regional Identification System (NOVARIS), Electronic Surveillance Section, and the future DNA Laboratory.

The Major Crimes Division is comprised of sections that are designated Homicide, Cold Case, Sex Crimes, Robbery, Fugitive, Child Abuse, Child Exploitation, Youth Fugitive, the Sexual Predator Enforcement Detail (SPEAD), Financial Crimes, Identity Theft, Auto Theft, and Victim Services. The core mission of the Major Crimes Division is to conduct thorough investigations of all major crimes including murder, rape, robbery, aggravated assault, motor vehicle theft, financial crimes, fugitives from justice, and cases involving children. Cases can be referred to Major Crimes Detectives from patrol officers, citizens, or other law enforcement agencies. Detectives also initiate cases as appropriate during the course of ongoing criminal investigations. Major Crimes Detectives have total responsibility for investigating these cases and working with the Commonwealth's Attorney's Office to prosecute serious criminal offenders. The Major Crimes Division detectives provide criminal investigative training and lectures to police personnel, as well as other local, state, and federal law enforcement agencies. This training includes, but is not limited to: homicide investigations, cold case investigations, juvenile abuse identification, internet child pornography investigations, financial and credit card offenses, and sex crimes investigation.

The Victim Services Section (VSS) provides comprehensive support services to victims and witnesses of crime in five police jurisdictions: Fairfax County, Fairfax City, George Mason University, and the towns of Herndon and Vienna. Services include crisis intervention counseling, criminal justice information, court escort, referrals, resources, community outreach, protective orders, threat assessments, and collaboration with the lead detective. All VSS specialists respond to the major crime categories of homicide, robbery, stalking, elder abuse, sexual assault, financial crimes, and domestic violence.

The Organized Crime Division (OCN) includes the Narcotics, Street Crimes, and Money Laundering Units. These entities have the primary departmental responsibility for the investigation and enforcement of activities involving organized crime in narcotics, money laundering, gambling, prostitution, pornography and violations of the Drug Control Act. From CY 2003 through September 2007, the Division recovered 249 guns and made 3,710 total arrests. In CY 2006 alone,

the Division seized 162 vehicles, 176 pounds of marijuana, 42 pounds of cocaine, 11,156 ecstasy pills and $3,208,220 as a result of the utilization of the Asset Forfeiture provisions.

► Method of Service Provision

All services are provided directly by full-time County employees, both sworn and non-sworn (civilian).

The NCRIC is partially staffed by contracted analysts with federal grant funding

► Mandate Information

This LOB is federally and state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 76-100 percent. See the January 2007 Mandate Study, reference pages 18-20 for the specific federal or state code and a brief description.

90-08: Operations Support

Fund/Agency: 001/90	*Police Department*
LOB #: 90-08	***Operations Support***
Personnel Services	$12,170,176
Operating Expenses	$4,480,481
Recovered Costs	$0
Capital Equipment	$120,000
Total LOB Cost:	$16,770,657
Federal Revenue	$0
State Revenue	$1,243,436
User Fee Revenue	$0
Other Revenue	$2,709,591
Total Revenue:	$3,953,027
Net LOB Cost:	$12,817,630
Positions/SYE involved in the delivery of this LOB	123 / 123.0

► LOB Summary

The Operations Support Bureau (OSB) of the Police Department is comprised of three divisions: Traffic, Special Operations, and Helicopter. These divisions provide specialized operational functions for the Police Department.

The Traffic Division encompasses the Traffic Safety Section, Alcohol Testing Unit, Motor Section, Motor Carrier Safety Section, Accident Reconstruction, Auxiliary Police, Volunteers in Policing (VIPS), Impound Section, Parking Enforcement Section, Honor Guard, DWI Coordinator, Crime Analyst, and Virginia Department of Highways Liaison. The Traffic Division is tasked with improving road safety for vehicles and pedestrians through enforcement of vehicular laws, identification and resolution of unsafe road conditions, maintaining traffic flow at special events and accident areas, and provides educational services in highway safety to the community.

The Traffic Safety Section coordinates the agency's participation in all regional and Departmental traffic enforcement programs. They develop safety lectures and demonstrations for community, school, and civic groups, and assist the school system with transportation safety issues to include the requirement for, and training of, crossing guards. They coordinate the Department's sobriety checkpoints and alcohol enforcement programs, as well as research and apply for traffic safety grants.

The Motor Unit is responsible for assisting vehicular traffic movement safely and expeditiously throughout the County by monitoring and enforcing state and local laws. The officers direct traffic flow, to include vehicle escorts, conduct directed enforcement, investigate and manage crash scenes, and provide crowd and perimeter control at major incidents and special events. During 2006, 32 motor officers wrote well over 38,000 traffic tickets.

The Motor Carrier Safety Section inspects trucks for compliance with Federal Motor Carrier Safety Regulations. They conduct roadside equipment checks of interstate and intrastate trucks, to include compliance of state maximum weight requirements, and issue citations and removes trucks from service as necessary. During 2006, the officers assigned to the Motor Carrier Safety Section inspected 1751 vehicles, of which 740 were taken out of service.

The Crash Reconstruction Unit provides technical expertise and investigative responsibility for all serious injury and fatal crashes, as well as all aircraft, rail, and serious commercial vehicle crashes. They also provide investigative assistance to the Criminal Investigations Bureau, the Internal Affairs Bureau, Patrol Bureau, OSHA, and other County transportation agencies. Due to the level of expertise involved in these investigations, a great deal of advanced training is required of these detectives.

The Auxiliary Police Officers (APO) and volunteers in Police Service (VIPS) are citizen volunteers who give the Department approximately 68,000 hours of service annually. The APOs conduct both administrative and operational tasks, to include patrol augmentation, traffic control, minor crash investigation and report taking. VIPS perform primarily administrative tasks, to include research, data entry, and other office related duties, and act as role players at the Criminal Justice Academy and during other Department exercises.

The Parking Enforcement Section patrols County wide to enforce state codes, as well as County Codes and ordinances pertaining to parking, residential parking permit districts, abandoned vehicles, and vehicle registration and inspection. They tow vehicles which have been abandoned, have excessive unpaid violations, and or have failed to pay County taxes. The officers also assist with traffic direction at major incidents or large events. Between January 1, 2007, and October 1, 2007, the Parking Enforcement Officers have written 20,820 parking tickets, impounded 248 vehicles, and recovered $62,000 in back taxes.

The Special Operations Division encompasses the Tactical Section, Canine Section, Explosive Ordnance Disposal, Marine Patrol, Special Response Unit, Underwater Search and Recovery, and Search and Rescue. This division provides specialized support in areas where traditionally trained police officers would be at higher risk of physical injury or would be ineffective.

The Fairfax County Police Department's Tactical Section is a designated unit of law enforcement officers that is specifically trained and equipped to work as a coordinated team. The Tactical Team provides support to hostage/barricades, high risk warrant services, active shooter situations, VIP

protection, stake-outs, advanced tactical training for other entities within and outside our agency, and other duties as assigned. The diversity and complexity of their mission requires an advanced state of readiness and complex and continuous training. The Nationally recommended standard of training for a full-time tactical team is 25 percent of their time devoted to training.

The Canine Section provides line support to members of the Department with highly mobile, specially trained police service dogs (both Canine and Bloodhound). The police canine has particular attributes in searching for items or people that can quickly ascertain their location. In this regard, resources can be better managed with increased safety for the police officer and improved crime detection and prevention capabilities. The Police Department purchases adult, untrained canines and train them to our needs. Our canine teams are highly trained and participate in a 14 week basic school prior to being utilized on the street.

The primary mission of EOD is to locate and render safe improvised explosive devices and safely store and dispose of all explosive related items that come into the Department's possession. EOD has four bomb dogs that have the ability to detect explosive materials and precursors to explosive materials by scent. The EOD canines have the ability to sweep large areas for the presence of explosive materials or their precursor elements. EOD provides support to other sections through advice about explosive material and with robotic platforms that are utilized extensively on barricades and high risk warrants.

The Marine Patrol Unit patrols the Fairfax County portions of the tidal Potomac River, to include the Occoquan River, Belmont Bay, Gunston Cove, Pohick Bay, Accotink Bay, Dogue Creek, Little Huntington Creek and Belle Haven. During normal patrol the unit observes violations which include registration and documentation violations, reckless and boating under the influence, wake violations, equipment (both personal and vessel safety) violations and national resource violations. The MPU also has the capability to patrol all lakes and ponds located in Fairfax County. The MPU investigates all boating accidents occurring on the waterways, assists boaters in distress and responds to medical emergencies. All boat operators are United States Coast Guard certified as Captains. They have partnered with the USCG to participate in the Vessel Safety Inspection Program. The unit also provides assistance to the Underwater Search and Recovery Section for dive platforms. Lastly, they provide boating safety education to the general public as applicable.

The Special Response Unit coordinates the Police Department's response to weapons of mass destruction and chemical, biological, nuclear, radiological, and explosive incidents. SRU administers the respiratory protection program, overseeing gas mask FIT testing for 1400 personnel annually. SRU conducts semi-annual SCBA (self-contained breathing apparatus) training for the Tactical Section, EOD, Crime Scene Section and Animal Control. SRU also conducts WMD awareness training at the Criminal Justice Academy for recruits and Auxiliary Police Officers. SRU is the co-coordinator for Washington Metropolitan WMD meetings and partners with the Fairfax County Fire Department's Hazmat Unit. SRU has the lead responsibility for the Tactical Medic Program and the Safety Officer Program for the entire agency.

The Helicopter Division provides tactical police aviation support, aero medical evacuation, search & rescue, and other specialized air support. The Division is staffed 24/7 and responds to approximately 3,000 calls for service each year. Equipped with the state-of-the-art Webcam MX-15 stabilized infrared and video system, crews conduct effective search, surveillance, command and control missions. Advanced moving map technology enables pin-point targeting accuracy for the coordination of patrol assets and K-9 officers on the ground. During evening hours, crews fly with

Night Vision Goggles furthering the effectiveness of police operations while dramatically increasing the safety of operations. This specialized equipment enables crews to conduct their operations from higher altitudes in order to minimize the impact of helicopter noise in the community. Outfitted with the latest medical equipment, the Division's helicopters, who are the primary medevac provider for Fairfax County, are used to rapidly and safely transport critically injured patients to area Level One trauma centers. Paramedics assigned to the Division undergo intensive initial and recurrent training and are all certified as Nationally Registered EMT – Paramedics. Flight Officers require 12 months of extensive college-level training to obtain their necessary certifications. All this helps provide the highest level of patient care. All Helicopter Division pilots are commercially certified with instrument ratings and a minimum of 1,000 hours pilot-in-command experience. The Helicopter Division operates and maintains its fleet of two Bell 407 helicopters to the highest standards imposed by the manufacturer and the Federal Aviation Administration.

► Method of Service Provision

All services are provided directly by county employees, both sworn and non-sworn. Many of the services provided by the Operations Support Bureau are augmented by Auxiliary Police Officers and Volunteers in Police Service. These volunteers provide substantial volunteer man hours, both operational and administrative, at a significant reduction in operational costs. The types of services provided by the Operations Support Bureau require that its various sections utilize extensive training and specialized equipment. Several OSB sections maintain supplemental teams of officers who are primarily assigned to other areas of the Department, but are specially trained and can augment the OSB section as a secondary duty.

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 1-25 percent. See the January 2007 Mandate Study, reference page 18 for the specific state code and a brief description.

90-09: Patrol

Fund/Agency: 001/90	Police Department
LOB #: 90-09	**Patrol**
Personnel Services	$90,347,325
Operating Expenses	$11,153,147
Recovered Costs	($246,609)
Capital Equipment	$158,970
Total LOB Cost:	$101,412,833
Federal Revenue	$0
State Revenue	$13,633,412
User Fee Revenue	$887,238
Other Revenue	$0
Total Revenue:	$14,520,650
Net LOB Cost:	$86,892,183
Positions/SYE involved in the delivery of this LOB	1172 / 1172.0
Grant Positions	2 / 2.0

► LOB Summary

The Patrol Bureau is comprised of three divisions. Within these divisions are eight district police stations, the Animal Services Division, and the Youth Services Division. Division I includes the Reston, Fair Oaks, and Sully District Stations, the Animal Services Division, and the Crime Analysis Unit. Division II contains the McLean and Mason District Stations, and the Youth Services Division. Division III includes the Mount Vernon, Franconia, and West Springfield District Stations, the Staff Duty Officers and Police Liaison Commanders, the Citizens Reporting Unit, and the Court Liaison Section.

Each district police station is responsible for the overall delivery of police and community services to the public on a continuous basis. The police services include preventative patrol, responding to emergency and non-emergency calls, completing incident reports, investigating both criminal and non-criminal complaints, collecting and processing evidence, and investigation of other miscellaneous complaints as required by the public. Traffic issues also remain a focal point of the Police Department's efforts and services including traffic enforcement, crash investigation, enforcement surveys, and specialized enforcement occur on a continuous basis.

The district stations are divided into smaller Police Service Areas (PSA) to enhance the delivery of police services. PSAs are designated geographic areas within each district station. The PSAs are further divided into patrol areas, and there are two patrol areas within each PSA that are staffed with a police patrol officer on a 24-hour basis. These officers are responsible for providing routine police patrol and response to calls for service within each respective patrol area. The PSA concept is designed to allow for maximum efficiency of operations at the district stations. Each PSA has a team of supervisors, officers, and detectives assigned to assume ownership and responsibility for solving problems and addressing citizen concerns within the PSA. The teams use the PSA Manager, which is a computer program that captures the problems and community issues within the various PSAs and the efforts that have been taken to resolve them. The PSA Manager allows the teams to track problems and issues and communicate via e-mail with the citizens in the community. Working

together with the community, the PSA teams work to identify and resolve neighborhood concerns and problems.

Each district station has a Criminal Investigations Section (CIS). The CIS detectives are responsible for the investigation of both crimes against persons and property crimes. The crimes against persons investigated by the CIS detectives are street level robberies, domestic violence, stalking, and bias crimes. The property crimes investigated by the CIS detectives include burglary; grand larceny, and serial vandalism. CIS detectives are also responsible for investigating telephone threats, bomb threats, prescription fraud, and computer crimes. Within each CIS Section there is one detective dedicated to the complex issues involving domestic violence.

The Patrol Bureau has a Crime Analysis Unit which consists of one Program Manager and eight crime analysts. The Crime Analysis Unit is a de-centralized Unit, with one crime analyst assigned to each of the eight district stations and the Program Manager assigned to headquarters.

The crime analysts are responsible for providing timely information on crime patterns and trends to assist commanders, detectives, and officers in the planning and deployment of resources for the prevention and suppression of criminal activities and the investigation and closure of criminal cases.

Working within the Patrol Bureau are the Staff Duty Officers and the Police Liaison Commanders. The Staff Duty Officers are Command Staff Officers who serve countywide as commanders at the scene of major incidents. They are also responsible for the safe and coordinated operation of the entire Police Department as well monitoring the quality of both routine and non-routine service provisions. A Staff Duty Officer is on duty 24 hours a day, 7 days a week to ensure 100 percent coverage.

The Police Liaison Commanders work at the Department of Public Safety Communications Center (DPSC) as a dedicated police resource that serves the communication and coordination needs of the Staff Duty Officer. The Police Liaison Commander also serves to assist the DPSC and the Fire and Rescue Department in ensuring the efficient and effective delivery of public safety services involving the Police Department.

The Citizens Reporting Unit allows citizens to make police reports of selected complaints over the internet or by telephone in lieu of the dispatch to police officers. This unit saves staff hours as it maximizes the availability of patrol resources for higher priority incidents while retaining a high level of service to the public.

The Police Commander assigned to the County Code Enforcement Strike Team operates under guise of the Division I Patrol Bureau Major. This Commander coordinates Police Department resources and response with the other county agencies assigned to the Strike Team in the area of overcrowding, zoning, and code enforcement.

Staff direction and support for the District Station Commanders are provided by the three Patrol Bureau Commanders in their roles as members of the Administrative Staff. Operational and administrative decision making, strategy implementation, and vision with respect to resource allocation, crime prevention activities, specific investigations, tactical response, and crossing guards are the province of the Patrol Bureau and its District Station Commanders.

The Youth Services Division is responsible for the oversight of the Department's crime prevention, community outreach, gang enforcement, intelligence, and prevention programs. They are also responsible for coordinating and overseeing programs to provide security and establish partnerships with the schools. The Youth Services Division provides oversight, additional staff, and administrative support to the School Resource Officers (SRO), School Education Officers (SEO), Gang Investigations Unit, and the Crime Prevention Officers. The Youth Services Division also has programs that provide services and resources to the aging population of Fairfax County.

Each district station operates a crime prevention program in coordination with the Youth Services Division. The Crime Prevention officers interact with citizens, business owners, and neighborhood groups with the goal of providing crime resistance/prevention education in an attempt to decrease the opportunity for criminal activity.

The program also promotes citizen interaction and enhances the delivery of police service through the Neighborhood Watch Program, structured meetings with citizen groups, community publications, instant crime notification systems, e-mails, and faxes.

The goal of the SRO Program is to provide a safe environment for the students and staff of each County high school and middle school. SROs have the responsibility of providing traditional law enforcement services to the schools as needed, in addition to conflict mediation/resolution services and mentoring for students and staff. The SEOs work with the children in the elementary schools to provide safety education and awareness. The Youth Services Division in conjunction with the district stations sponsor summer camps for the children of Fairfax County. The camps are the Road Dawg Camp for underprivileged children and the Safety Patrol Camp for children who are Safety Patrols during the school year.

The mission of the Gang unit is to prevent gang involvement and investigate gang related crimes. Gang prevention and intervention is accomplished through education and community outreach. The investigation of gang related criminal activity is conducted by the supervisors and detectives assigned to the Gang Unit. The County's anti-gang efforts are also manifested through participation in the 10th Congressional District Gang Taskforce.

The Court Liaison Section is responsible for maintaining lines of communication between the Police Department, the Office of the Sheriff, the Office of the Commonwealth's Attorney, the Clerk of the Court, and the Judges.

The Field Training Coordinator oversees the field training program (post academy) for newly sworn officers, newly promoted supervisors, animal control officers, police citizen aides, and new auxiliary police officers.

The performance/workload related data included in this document does not illustrate a complete picture of the bureau. We are developing new measurements that will be included in the FY 2009 Adopted Budget Plan.

▶ Method of Service Provision

All services are provided directly by county employees, sworn and non-sworn, through the district stations, Gang Unit, Animal Services Division, and associated programs to enhance service delivery as noted above. The services provided by the Police Department are augmented by citizen volunteers such as Auxiliary Police Officers, Volunteers in Police Service, and Explorers. Officers and detectives use vehicle, bicycle and foot patrol as their means of service provision.

▶ Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 76-100 percent. See the January 2007 Mandate Study, reference page 18 for the specific state code and a brief description.

90-10: Animal Services

Fund/Agency: 001/90	*Police Department*
LOB #: 90-10	***Animal Services***
Personnel Services	$3,443,394
Operating Expenses	$500,769
Recovered Costs	$0
Capital Equipment	$0
Total LOB Cost:	$3,944,163
Federal Revenue	$0
State Revenue	$429,272
User Fee Revenue	$339,947
Other Revenue	$0
Total Revenue:	$769,219
Net LOB Cost:	$3,174,944
Positions/SYE involved in the delivery of this LOB	57 / 57.0

▶ LOB Summary

The Animal Services Division of the Police Department is committed to providing excellent services and resources for animals and the community, enhancing citizen knowledge of animal welfare and ensuring citizen safety. To accomplish its mission and objectives the division is comprised of Animal Control and Animal Shelter Operations. The wildlife biologist and wildlife management programs are also a part of the Animal Control Section.

Animal Control Officers have the primary responsibility for the enforcement of the laws and ordinances of the Commonwealth of Virginia and the County of Fairfax as they pertain to animal violations; Chapter 6 of the Code of the County of Fairfax; the Virginia Game and Fish Laws and Regulations; and other criminal offenses which occur in the officers' presence while enforcing these laws. Animal Control Officers are responsible for the enforcement of animal licensing and rabies inoculations laws. Animal Control Officers deal with domestic animal control, to humanely capture

and impound animals that pose a threat to the public safety, health or well-being of County citizens and to assist animals that are injured, sick or in distress. Animal Control Officers are the primary persons authorized to investigate domestic animal bite cases and quarantine such animals. The Animal Control Officers are responsible for coordinating with the Fairfax County Health Department on all such cases. They are also responsible for educating the public with regard to all animal issues and ensuring for the safety of all animals located within Fairfax County. Additionally, the Animal Control Officers handle most of the wildlife/citizen interactions. Wildlife incidents include the trapping, locating, euthanizing, and testing of wildlife which has come in contact with citizens and/or domestic animals. This includes the coordinating of all Rabies Vector incidents with the Fairfax County Health Department.

The Animal Shelter provides housing and care for stray, homeless or unwanted cats, dogs and small animals that are brought to the shelter by Fairfax County Citizens or by Animal Control Officers in the performance of their duties. The new strategic focus of the Animal Shelter is to provide improved care, improved programs and improved services that reflect the expectations of our Community, our Board of Supervisors, the Animal Services Advisory Commission, the County Executive and the leadership of the Fairfax County Police Department. The shelter is moving beyond providing "pound" services only and a convenient option for disposing of unwanted domestic pets. Euthanasia is not an acceptable method of pet population control. The vision of the shelter is to reach a day when "no adoptable, treatable or rehabilitable companion animal in our community is euthanized for lack of space or other resources." To accomplish this vision, adoption and redemption programs alone will not provide a complete solution. They are the best we have for the short term, but the real answers lay in innovative intervention programs designed to solve the problem at its source: aggressive spay neuter campaigns, humane education and citizen accessibility to programs and services that will help keep families and their pets together.

The Wildlife Biologist is responsible for the organizing, maintaining, and coordinating of the County's Deer Management and Canada Geese Programs. Additionally, the Wildlife Biologist is responsible for educating and/or coordinating the education of the public on all wildlife issues and serves as the main point of contact for the Board of Supervisors on all wildlife issues, and coordinates such activities with federal and state authorities.

Funding: General Fund. Additional financial resources include the Animal Shelter Trust Fund and the Animal Friendly State License Plate Fund for the provision of spay/neuter services.

Strategic Initiatives: The Animal Services Division provides community services in support of the County's Strategic Vision elements of Maintaining Safe and Caring Communities and Corporate Stewardship. The primary strategic initiatives for the Animal Shelter are: to reduce the number of homeless pets in our community, through ensuring 100 percent compliance with spay/neuter for shelter adoptions and through the provision of low cost spay neuter programs; to develop a positive, proactive and visible presence in the community as a provider of animal services; to create and maintain an efficient, model facility that is compliant with all state codes and exceeds community expectations for an animal resources center; and to improve the quality of care provided to animals in the shelter. The primary strategic initiatives for the Animal Control Section are: to respond in a timely manner to citizen requests for assistance with animal related issues; to provide humane education; and to ensure compliance with state and county code as it applies to animals.

Trends, Future Issues

- An increasing challenge will be to raise citizen awareness with regard to sharing our space with wildlife and to provide supportive programs.

- The thousands of feral cats in Fairfax County and its surrounding jurisdictions will require a proactive and humane solution.

- Human population increases result in corresponding increases in the pet population and require increased resources for the provision of services.

- As population density increases, the demographics of companion pets will also change resulting in the need for services for a wider variety of pets, presenting new challenges for sheltering and caretaking.

► Method of Service Provision

A Police Captain serves as the commander for the Animal Services Division. Animal Control Services are provided by a team of sworn Animal Control Officers, civilian administrative personnel, and a wildlife biologist. Animal Shelter Services are provided directly by civilian County employees. Both Animal Control and Caretaking services are provided seven days a week, three hundred and sixty five days a year from 6:00 am to 12:30 am. The shelter is open to the public Tuesday through Friday from 8:00 am to 6:00 pm and on Saturday from 8:00 am to 5:00 pm. It will soon be opening for adoptions on Sundays and for redemption of strays on Mondays. Community outreach activities occur seven days a week. The shelter has an extensive volunteer program to assist in the care of the animals and provision of adoption and visitation support for the public.

► Mandate Information

This LOB is state mandated. The percentage of this LOB's resources utilized to satisfy the mandate is 76-100 percent. See the January 2007 Mandate Study, reference page 17 for the specific state code and a brief description.

AGENCY PERFORMANCE MEASURES

Objectives

- To achieve a position vacancy percentage no greater than 4.0 percent for all sworn classes of employees.

- To maintain a sworn employee attrition rate of no greater than 3.8 percent.

- To have 90 percent of recruits graduating from the Criminal Justice Academy.

- To reduce the number of patrol staffing hours spent responding to false alarms by 1.0 percent.

- To achieve a case clearance rate of 70 percent or greater for all assigned cases.

- To achieve a murder case clearance rate of 94.7 percent or greater.

- To achieve a rape case clearance rate of 93 percent or greater.
- To achieve a robbery case clearance rate of 35 percent or greater.
- To achieve an aggravated assault case clearance rate of 65 percent or greater.
- To achieve a case clearance rate of 75 percent or greater for all non-service Narcotics Section cases. (1)
- To maintain the rate of Aggravated Assault cases per 10,000 population at 4.0 or less.
- To maintain the rate of Burglary cases per 10,000 population at 16.5 or less.
- To ensure that the rate of traffic crashes where alcohol was a factor per one million vehicle miles of travel in the County is no greater than 32.
- To achieve an adoption/redemption rate of at least 61.3 percent.
- To achieve a 97 percent rate for the capture and quarantine of animals that have bitten humans, toward a goal of 100 percent.
- To continue DWI educational/enforcement efforts by increasing the number of educational/enforcement contacts made at sobriety checkpoints to at least 600 per 10,000 vehicles registered in Fairfax County.
- To maintain traffic safety improvement efforts by maintaining the number of parking tickets issued by Traffic Enforcement Officers (TEO) per 10,000 vehicles registered in Fairfax County at 420.

Indicator	Prior Year Actuals		Current Estimate	Future Estimate	LOB Reference Number
	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009	
Output:					
Total vacancies filled (Sworn)	96	120 / NA	120	NA	90-03
Applicants tested (Sworn)	1,764	1,900 / NA	2,100	NA	90-03
Recruits entering Academy	81	120 / NA	120	NA	90-04
Recruits graduating Academy	76	108 / NA	108	NA	90-04
False alarm responses	19,831	19,500 / NA	19,200	NA	90-03
Cases assigned	10,752	11,000 / NA	11,200	NA	90-07
Cases cleared	6,182	7,700 / NA	7,850	NA	90-07
Murder cases investigated	18	19 / NA	21	NA	90-07
Murder cases cleared (2)	17	18 / NA	20	NA	90-07
Rape cases investigated	121	132 / NA	140	NA	90-07
Rape cases cleared	106	123 / NA	130	NA	90-07
Robbery cases investigated	468	430 / NA	450	NA	90-07
Robbery cases cleared	172	150 / NA	158	NA	90-07

Police Department

Indicator	Prior Year Actuals FY 2006 Actual	Prior Year Actuals FY 2007 Estimate/Actual	Current Estimate FY 2008	Future Estimate FY 2009	LOB Reference Number
Output:					
Aggravated assault cases investigated	38	40 / NA	45	NA	90-07
Aggravated assault cases cleared	26	26 / NA	29	NA	90-07
Narcotics Section cases investigated (1)	1,187	1,200 / NA	1,200	NA	90-07
Narcotics Section cases cleared	649	800 / NA	900	NA	90-07
Street crime unit arrests	372	400 / NA	400	NA	90-07
Aggravated Assault cases investigated	334	390 / NA	400	NA	90-09
Burglary cases investigated	1,580	1,664 / NA	1,700	NA	90-09
DWI arrests	2,513	2,700 / NA	2,800	NA	90-09
Alcohol-related crashes	989	960 / NA	930	NA	90-09
Adoptions	1,956	2,100 / NA	2,200	NA	90-10
Redemptions	1,470	1,500 / NA	1,600	NA	90-10
Total adoptions and redemptions	3,426	3,600 / NA	3,800	NA	90-10
Owner-requested euthanized	630	600 / NA	600	NA	90-10
Total animals impounded	5,753	6,000 / NA	6,200	NA	90-10
Animals captured after bites	805	882 / NA	900	NA	90-10
Sobriety checkpoints conducted	30	45 / NA	50	NA	90-08
Vehicles screened at checkpoints	19,018	27,500 / NA	29,000	NA	90-08
DWI arrests at checkpoints	45	60 / NA	70	NA	90-08
Parking tickets issued by TEOs	37,488	39,000 / NA	39,000	NA	90-08
Vehicles exposed to DWI enforcement activity	NA	56,000 / NA	60,000	NA	90-08
Efficiency:					
Highly qualified sworn applicant cases per applicant detective	18	22 / NA	22	NA	90-03
Average cost of training per recruit in Academy	$24,651	$21,000 / NA	$22,000	NA	90-04
Total police staffing hours required for false alarm response	13,221.0	13,089.0 / NA	12,958.0	NA	90-03
Cases per detective	165	170 / NA	175	NA	90-07
Cases per Narcotics Section detective	44.0	55.0 / NA	55.0	NA	90-07
Aggravated Assault case clearance rate	68.6%	70.0% / NA	70.0%	NA	90-07
Average response time from dispatch to on-scene--Priority 1 (in minutes)	5.9	6.0 / NA	6.0	NA	90-09
Burglary case clearance rate	30.1%	35.5% / NA	40.0%	NA	90-09
Cost per housed shelter animal per day	$23.76	$24.00 / NA	$24.00	NA	90-10
Cost per animal bite-related case	$3,536	$3,400 / NA	$3,500	NA	90-10
Parking tickets issued per TEO position	3,749	3,900 / NA	3,900	NA	90-08

Police Department

Indicator	Prior Year Actuals FY 2006 Actual	Prior Year Actuals FY 2007 Estimate/Actual	Current Estimate FY 2008	Future Estimate FY 2009	LOB Reference Number
Service Quality:					
Percent of sworn personnel retained during the probationary period	96%	95% / NA	95%	NA	90-03
Percent change in false alarm responses	(2.9%)	(1.0%) / NA	(1.0%)	NA	90-03
Outcome:					
Position vacancy factor	3.5%	4.0% / NA	4.0%	NA	90-03
Percent of recruits graduating from Academy	94%	90% / NA	90%	NA	90-04
Yearly attrition rate (Sworn)	3.8%	3.8% / NA	3.8%	NA	90-03
Percent change of patrol staffing hours spent on false alarms	(2.9%)	(1.0%) / NA	(1.0%)	NA	90-03
Clearance rate for all cases	58%	70% / NA	70%	NA	90-07
Clearance rate for murder cases	94.4%	94.7% / NA	94.7%	NA	90-07
Clearance rate for rape cases	87.6%	93.0% / NA	93.0%	NA	90-07
Clearance rate for robbery cases	36.8%	35.0% / NA	35.0%	NA	90-07
Clearance rate for aggravated assault cases	68.4%	65.0% / NA	65.0%	NA	90-07
Clearance rate for Narcotics Section cases	54.7%	66.7% / NA	75.0%	NA	90-07
Aggravated Assault cases per 10,000 population	3.3	4.0 / NA	4.0	NA	90-09
Burglary cases per 10,000 population	15.5	16.0 / NA	16.5	NA	90-09
Alcohol-related crashes per one million vehicle miles of travel	38.6	35.0 / NA	32.0	NA	90-09
Adoption/Redemption rate	59.6%	60.0% / NA	61.3%	NA	90-10
Percent of bite-related complaints answered where the animal is humanely captured and quarantined	94%	97% / NA	97%	NA	90-10
DWI educational/enforcement contacts at checkpoints per 10,000 cars registered	461.6	560.0 / NA	600.0	NA	90-08
Parking tickets issued by TEOs per 10,000 vehicles registered	427.6	420.0 / NA	420.0	NA	90-08

(1) Non-service Narcotics Section cases are investigations that are initiated by the section to apprehend narcotics traffic and are not in response to calls for service due to narcotics activity.

(2) The number of murder cases cleared may exceed the total number of murders due to the fact that a case cleared in one year may have been for a murder that happened in a prior year.

* *Note: The Police Department collects and reports performance data based upon calendar year rather than fiscal year. The Performance Measurement tables therefore reflect calendar year information.*