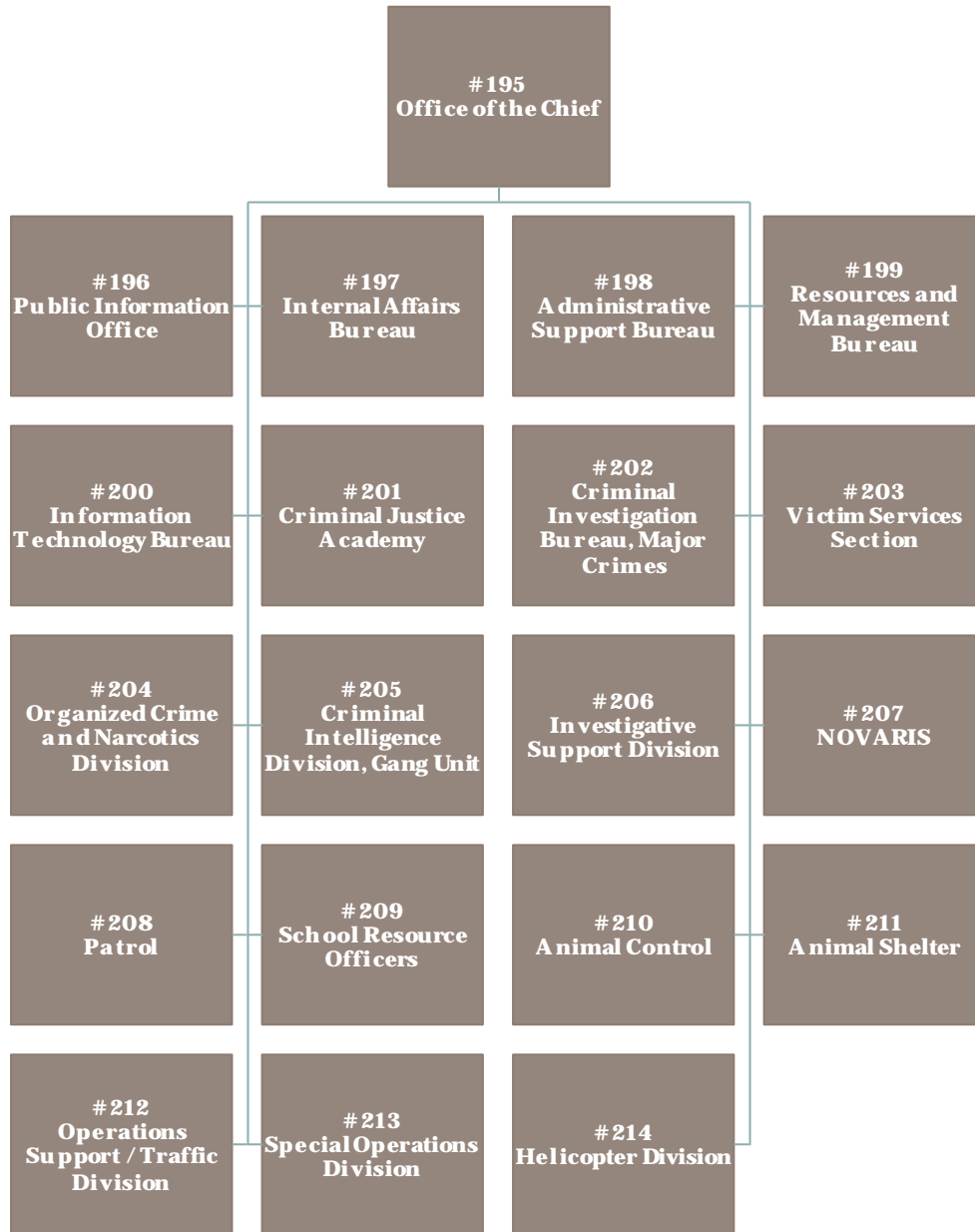


Police Department



Department Overview

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

The Police Department is poised to continue to keep pace with the demands for service from urbanization, population growth, and significant language and cultural diversity 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.

In addition to the unique demands associated with urbanization of the County, the Department faces challenges brought about by local, national, and international crime trends, and the disturbing and continuing threats of violent acts ranging from active shooter(s) to acts of terrorism, as well as gang activity and street crime. During the last five years, the County has experienced an upward trend in the number of financially motivated offenses, to include fraud, forgery and embezzlement, as well as serial crimes perpetrated by organized crime and suspects, who have no connection to Fairfax County, however, target County residents and businesses due to the economic strength of the local area.

To combat these trends, the Police Department leverages 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 and disruptions in organized crime; assigns detectives to conduct complex investigations of criminal networks; and uses established crime prevention networks within the community to prevent opportunities for criminal activity through vigilant reporting of suspicious activities. The Police Department's Crime Analysts work vigorously to develop comprehensive and broad-based strategies to determine the root causes of crime. Crime Analysts provide Patrol Commanders with critical trend analysis reports which are used to develop proactive strategies to deter criminal acts and apprehend the offenders in an overall goal of crime reduction and improvements in the quality of life in the community.

The Police Department recognizes the serious negative impact domestic violence has on the quality of life in the County. Domestic violence often results in cases of assault; however, it can escalate at times to involve the crimes of murder, aggravated assault, and rape. Counselors in the Department's Victim Services Section are assigned to sworn Domestic Violence Detectives at each district station. The teaming of counselors with sworn police officers enables the Department to provide direct cohesive services to victims of domestic violence and a high degree of follow-up, which can help to reduce further victimization. In addition, the Police Department recently launched a Lethality Assessment Program (LAP). All patrol officers are trained to administer a lethality questionnaire assessment to victims of domestic violence for the purposes of providing immediate resources to victims of domestic violence at any time of the day or night. This program truly demonstrates the Department's engagement with many community partners who share the goal of increasing services and eliminating domestic violence.

The Police Department, along with the Community Services Board, other public safety agencies, and mental health advocates, have also partnered to develop additional crisis intervention programs, including a drop off center which will provide a viable jail diversion alternative for those in mental health crisis. The Department looks forward to achieving this critical strategic goal and reducing the out-of-County transports of those in crisis.

Police Department

The urbanization of the County is projected to continue well into the future with the Department providing 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 workloads and the complexity of cases, the most serious challenge the Department faces is staffing levels. Based on in-depth analysis, the Police Department is in critical need of additional staffing, to include civilian support personnel, officers, supervisors and commanders.

The FY 2016 – FY 2020 Public Safety Staffing Plan identifies the urgent need to establish an additional Patrol Area in each district station (except the McLean Station). Staffing one additional Patrol Area per district station will require 42 additional officers to provide coverage in the new patrol areas. The additional Patrol Areas are needed as current Patrol Areas have exceeded their capacity of 6,000 Calls for Service (CFS) on an annual basis. The FY 2016-FY 2020 staffing plan (as mentioned above) provides a more in depth analysis of current trends and challenges and can be found at: <http://www.fairfaxcounty.gov/dmb/fy16-fy20-public-safety-staffing-plan.pdf>.

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.

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.

Effective partnerships with the community include significant partnerships with the Fairfax County Unified Prevention Coalition and other non-profits organizations; working closely with programs such 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.

The Police Department's FY 2016 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 to continue the successful partnership with its residents that helps to make Fairfax County one of the safest jurisdictions in the nation. To achieve this, the Department has embarked on many internal and external reviews to ensure all policies, training, performance, and community interactions are professional and consistent with best practices.

The Department responded to an average of over 450,000 calls for service from calendar year 2012 to 2014. In addition, the complexity in the types of calls for service and the time required to investigate these incidents has significantly increased and impacted initiatives aimed to actively engage the communities that are served. To assess the Department's services, and to challenge and re-engineer how essential law enforcement services are provided in a community that exceeds one million residents, several reviews are underway in the Department. Despite the challenges to the police profession nationwide, the Fairfax County Police Department is fortunate to have a community which continues to support and assist its mission of preventing and fighting crime.

Police Department

As part of the review, the Police Department proactively undertook an independent review of its use of force training and related policies and procedures. The review, conducted by the Police Executive Research Forum (PERF), proposed seventy-one recommendations. PERF's review found that the Department is in critical need of additional personnel to include additional supervision. While this appears to be a large number of recommendations, PERF stated that the Department continues to be one of the best in the nation, and that these recommendations are not designed to turn around a troubled department, but rather to place the Fairfax County Police Department as a national model for change and a leader in meeting future trends in the profession.

The core theme of change in the PERF review is adopting the philosophy of the sanctity of life in all the Department does. Policy changes have been initiated and are being incorporated in training programs which embrace state-of-the-art decision-making models and best practices for de-escalation and escalation techniques as well as new initiatives to safely interact and divert from jail those suffering mental illness. Currently nearly half of all patrol officers are certified in Crisis Intervention Team training and all recruits now receive parallel training. The Department has always conducted reviews of events nationally and locally and made prudent policy and training changes over its 75 years of service to the community and as such, many of PERF's recommended changes were in-progress prior to the completion of the review. The PERF review validates that the Department is on the right course to be leaders nationally as the police profession is challenged in the core areas of use of force and related policies.

In the fall of 2014, the Department voluntarily began a self-assessment process to align all policies and procedures to comply with several hundred national standards established by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The on-site assessment, required to obtain accredited status, is scheduled for early 2016 and will be conducted by assessors from major police departments across the United States. The Department will continue to maintain accredited status from the Virginia Law Enforcement Professional Standards Commission. Today, CALEA accreditation is one of many critical endeavors to ensure policies and procedures are at the leading edge of the profession.

During the last year, the Department's social media presence continued to expand in efforts to share more information with the community. Recently the Department posted ten years of officer involved shooting case summaries and data on its public web site. The goal in posting ten years of data for officer involved shootings is to share information on cases in order for the community to better understand the investigative processes and decisions in these events, and to invite dialogue in these matters.

The Department is fortunate to have community members graciously volunteer to establish and serve on the Communities of Trust Committee comprised of all public safety agencies that report directly to the Chairman of the Fairfax County Board of Supervisors. This effort aligns well with recommendations from the Task Force on 21st Century Policing (<http://www.cops.usdoj.gov/policingtaskforce>). Forums have been held throughout the community and numerous initiatives are in development to increase public safety engagement with the community to build upon mutual trust. Engagement is a critical component of reducing crime and building trust with the community.

Another community engagement endeavor launched by the Chairman of the Board of Supervisors, was the creation of the Ad Hoc Police Policy and Practices Commission. The Commission is comprised of five sub-committees that reviewed the Police Department related to the use of force, communications, recruitment-diversity-applicant vetting, independent oversight and investigations, and mental health. The Commission made recommendations to the Board of Supervisors on October 27, 2015. Many of the proposed recommendations align with changes the Department had already made or are in the process of making (CALEA and PERF). The Police Department along with employee group leaders are highly involved with all of the community members that served on the Commission and look forward to the positive change that the Commission's recommendations will make.

The reviews being conducted by the Department involve issues facing law enforcement agencies across the nation. Through open collaboration and partnerships with the community, the Police Department will continue to maintain and grow its national reputation as a leader in the law enforcement profession as it works to collectively protect and serve Fairfax County.

Police Department

Department Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
Expenditures:			
Compensation	\$147,758,976	\$151,068,626	\$156,887,430
Operating Expenses	24,619,273	27,623,652	24,602,239
Work Performed for Others	(725,421)	(746,827)	(697,406)
Capital Equipment	142,769	776,225	0
Total Expenditures	\$171,795,597	\$178,721,676	\$180,792,263
General Fund Revenue	\$30,742,228	\$32,997,509	\$30,973,859
Net Cost/(Savings) to General Fund	\$141,053,369	\$145,724,167	\$149,818,404
POSITIONS			
<i>Authorized Positions/Full-Time Equivalents (FTEs)</i>			
Positions:			
Regular	1718 / 1718	1720 / 1720	1722 / 1722
Total Positions	1718 / 1718	1720 / 1720	1722 / 1722

Lines of Business Summary

LOB #	LOB Title	FY 2016 Adopted	
		Disbursements	Positions
195	Office of the Chief	\$3,239,348	22
196	Public Information Office	731,933	9
197	Internal Affairs Bureau	1,636,498	17
198	Administrative Support Bureau	17,727,674	52
199	Resources and Management Bureau	4,985,458	49
200	Information Technology Bureau	4,873,880	18
201	Criminal Justice Academy	8,989,717	38
202	Criminal Investigation Bureau, Major Crimes	9,952,619	101
203	Victim Services Section	576,669	5
204	Organized Crime and Narcotics Division	4,753,893	43
205	Criminal Intelligence Division, Gang Unit	2,917,194	33
206	Investigative Support Division	2,553,412	20
207	NOVARIS	634,516	7
208	Patrol	92,395,325	1062
209	School Resource Officers	4,834,662	55
210	Animal Control	3,308,170	34
211	Animal Shelter	1,736,347	32
212	Operations Support / Traffic Division	6,848,726	70
213	Special Operations Division	4,887,455	34
214	Helicopter Division	3,208,767	21
Total		\$180,792,263	1722

Lines of Business

LOB #195:

OFFICE OF THE CHIEF

Purpose

The Chief of Police is responsible for the overall management of the Department, including the major areas of personnel administration, training, planning and research, fiscal management, and policy formulation. The Office of the Chief administratively supports and serves the Chief of Police in managing the structural components of the Department, which provides essential law enforcement and public safety services to all County stakeholders.

Description

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 Planning and Research Bureau for the Office of the Chief reports directly to the Chief of Police and is primarily responsible for strategic planning, research related to the identification and adoption of best practices, crime analysis, administration, project/program evaluations, feasibility studies, improving internal and external communication to and from the Chief of Police, community outreach, legislative collaboration, and the production of professional articles written for internal publication and publication in professional law enforcement journals.

Benefits

The pillars of superior public safety services rest on corporate vision that promotes community involvement, stability and service through order, assistance and visibility. The Office of the Chief supports the Chief of Police to meet these Departmental goals to serve a growing and diverse community by promoting the quality and sanctity of life.

The Office of the Chief serves the Chief of Police responsible for agency direction and management which provides key benefits to County residents by:

- Creating a culture of engagement to improve the culture of safety in the organization and within the community;
- Keeping pace with urbanization as the County encourages distinct areas where residents have unique and desirable places to live, work, play, shop and connect with others;
- Maintaining safe and caring environments to prevent and fight crime; and,
- Exercising corporate stewardship with accountable, transparent and responsive services and actions.

Police Department

Mandates

The Office of Chief supports several efforts that benefit County residents as previously outlined. A mandated responsibility includes:

- **Bias/ Hate Crime Reporting:** Virginia Code § 52-8.5 to report hate crimes to the Department of State Police.
- **Crime Reporting:** Virginia Code §§ 52-28 and 52-8.5 to report certain crimes and offenses to the Department of State Police for statewide crime reporting and transmittal to the FBI Uniform Crime Reporting System.

Activities that are not mandated include:

- Chief's Council on Diversity Recruitment
- Chief's Citizen Advisory Council
- Safety Officer Program
- Communities of Trust
- National Night Out
- Community survey
- Strategic Plan & Annual Report

Trends and Challenges

As policing in the 21st Century continues to advance with a culture of safety, proven technologies, and strategies to strengthen policies, the Office of the Chief will likewise continue to research, evaluate, and recommend best practices to serve the organization and residents of Fairfax County.

The continuous objective review and audit of Departmental policies, regulations, memorandums, practices, and directives will require the Office of the Chief/ Planning and Research Bureau to liaison with internal and external subject matter experts to develop or modify procedures to strengthen community partnerships, promote responsibility and accountability, respect diversity, communicate effectively, and provide superior service while valuing the department's workforce.

The trend for public transparency while protecting citizen privacy through sanctity of life optics will both reflect in policy, practice and culture. Finding the optimal balance to build lasting community partnerships will be paramount as common goals and all County stakeholders prioritize mission equities.

Police Department

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #195: Office of the Chief			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$1,696,304	\$3,502,261	\$3,062,091
Operating Expenses	91,661	145,989	177,257
Capital Equipment	0	21,865	0
Total Expenditures	\$1,787,965	\$3,670,115	\$3,239,348
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$1,787,965	\$3,670,115	\$3,239,348
POSITIONS			
<i>Authorized Positions/Full-Time Equivalents (FTEs)</i>			
<u>Positions:</u>			
Regular	15 / 15	24 / 24	22 / 22
Total Positions	15 / 15	24 / 24	22 / 22

Police Department

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Total Bias/Hate Crimes Reported	35	19	34	33	33

Bias/ Hate Crime Reporting

Report Type	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Verbal Threat	1	2	4	7	4	6
Mail Threat	4	2	2		1	1
Harassment	7	15	6	9	6	8
Vandalism	23	21	15	15	6	15
Crossburning	1					
Assault	3	2	3	2	1	2
Felony Assault		1			1	
Arson						
Bombing						
Abduction						
Murder						
Other				2		2
TOTAL	39	43	30	35	19	34

Table 1. FY 2010 to FY 2015 Bias Incidents and Hate Crime reporting.

The agency continues to exercise consistent availability and sensitivity to encourage citizen reporting. Outreach and communication efforts are crucial in this relationship. Additionally, consistent with Virginia Code § 52-8.5, actual and complete reporting of bias incidents are vital in properly evaluating, monitoring, and responding to all alerted hate crimes in the County. This informative process will aid federal, state and local analysis towards a combined effort to strengthen prevention efforts, halt future occurrences, and promote restorative and remedial measures for affected victims and the community as a whole.

The success of existing methodologies to combat the reduction of bias incidents and hate crimes appear to have value and influence in reducing local occurrences.

Grant Support

FY 2016 Grant Total Funding: Federal funding of \$116,813 supports the Office of the Chief LOB. There are no positions and no Local Cash Match is associated with this grant. This grant specifically provides funding for equipment, technology, and other services designed to reduce crime and improve public safety in Fairfax County.

Police Department

LOB #196:

PUBLIC INFORMATION OFFICE

Purpose

The Public Information Office (PIO) is responsible for informing the community, assisting the media in covering news stories at incident scenes, preparing and distributing agency news releases, arranging and assisting at media conferences, coordinating and authorizing the release of information regarding crimes, victims and newsworthy occurrences involving the Department. The PIO also manages all social media platforms used by the Department to engage the community.

Description

The PIO informs the public about police activities, matters of public safety, and operations through communications with the media, use of numerous social media outlets (Twitter, Facebook, Blog and SoundCloud), and responds to email and telephone inquiries. The PIO is also responsible for informing the Board of Supervisors regarding events which are of interest to the public.

The public has the right to be informed about police activities and operations, while the Department maintains sensitivity to the victims of crimes and their families. The PIO shall operate with a predisposition to disclose public records accurately, timely, and in an actionable format using multiple forms of communication, leveraging both traditional platforms and social media channels. The PIO is utilized in matters of public safety, missing endangered persons announcements and lookouts, as well as informing the community about offenders of serious serial crimes where more victims may be outstanding.

The office operates in concert with the Office of Public Affairs (OPA) through regular communication and attendance at weekly public safety PIO meetings. The PIO employs improvements to communication methods and updates policies in conjunction with results of media surveys and research conducted by OPA. In addition, OPA is the releasing authority for events that involve three or more County agencies.

Business hours for the PIO are Monday-Friday 7:00 am - 5:00 pm, excluding holidays. During normal business hours, minimum staffing will consist of two Public Information Officer's on-duty and one supervisor or commander on-duty or available for call-out response. Outside of normal business hours, phone lines will be forwarded to the Department of Public Safety Communications (DPSC). DPSC will be provided a Public Information Officer call-out schedule for inquiries/response. One Public Information Officer and one supervisor or commander is on-call at all times.

Benefits

Communication from the Department is vital to continuing to building public trust and maintaining a safe and caring community. Residents are informed of activity in their neighborhood, enhancing their knowledge of the community and ability to educate and protect themselves from potential victimization. In addition, their knowledge of police activity allows for actionable engagement in crime prevention. Direct PIO communication with residents assists in advertising activities and services available to the community. The PIO is charged with creating a culture of engagement through usage of two-way communication allowed by social media and invitations to events, meetings, and educational opportunities. The PIO utilizes feedback from the community to determine what information people are seeking and provide information to entities of the department about what services are requested.

Mandates

This Line of Business is not mandated.

Police Department

Trends and Challenges

Urbanization and technology changes have led to the expectation that more information will be released and that this information will be released immediately, as social media allows any person the ability to send a widespread message in a short amount of time. The PIO is expected to report activities without the use of media and keep the community informed of events and activities in a short amount of time following their occurrence. Current challenges include a significant increase in the amount of information to be released which must be researched and determined factual and the protection of the rights of victims and witnesses. While workload has increased, staffing to complete the tasks has not increased.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #196: Public Information Office			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$688,626	\$750,700	\$719,633
Operating Expenses	11,899	5,091	12,300
Total Expenditures	\$700,525	\$755,791	\$731,933
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$700,525	\$755,791	\$731,933
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	9 / 9	8 / 8	9 / 9
Total Positions	9 / 9	8 / 8	9 / 9

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Twitter Followers	NA	21,690	52,080	57,288	63,017
Facebook Followers	NA	18,377	35,635	39,199	43,118
WordPress Blog Email Subscribers	NA	1,007	2,011	2,212	2,433
Twitter Posts	NA	NA	5,959	6,555	7,210
Facebook Posts	NA	333	555	611	672
WordPress Blog Posts	NA	474	648	713	784

The PIO has found that followers subscribe to various methods to receive information. Therefore, the PIO believes there is not very much crossover among the various methods with which information is shared, until directed to each site from a different source. For example, posting information about a news release on the Facebook page and directing users to click a location to take them to the story on the WordPress blog site.

Police Department

LOB #197:

INTERNAL AFFAIRS BUREAU

Purpose

Integrity, professionalism, and courtesy are cornerstones of the Department. The Internal Affairs Bureau is charged with promoting these ideals through impartial and thorough investigations of alleged employee misconduct, proactive inspections for policy compliance, and adherence to both state and national accreditation standards. In addition, the Internal Affairs Bureau is also responsible for responding to Freedom of Information Requests (FOIA), responses to subpoena duces tecums, processing and serving subpoenas, and providing investigative support for the Office of the County Attorney for lawsuits involving the Department and employees who might be sued as the result of their performance of duty.

Description

The Internal Affairs Bureau is comprised of both the Inspections Division and the Investigations Division. The Bureau is overseen by a Major who reports directly to the Chief of Police. The Major has an administrative assistant who helps manage logistical needs and the day to day administrative needs of the Bureau. The Investigations Division is commanded by a Captain and has seven supervisory detectives (five Second Lieutenants and two Sergeants) as well as one administrative assistant who assists the detectives with administrative matters and transcription of recorded statements. The Inspections Division is commanded by a First Lieutenant. It is supported by one second lieutenant, three management analysts, and one administrative assistant. There are also four volunteers whose total hours of service equal that of a full time employee. These volunteers support both Divisions within the Bureau.

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. In addition, the Investigations Division is responsible for investigating all employee uses of force involving the use of firearms, or any other use of force where there is death or serious injury to the party subjected to the use of force. Minor allegations involving complaints of minor misconduct or where *de minimus* injuries occur during a use of force encounter are investigated at the employee's command level. However, the Internal Affairs Bureau is responsible for managing and overseeing the end product of those investigations for consistency and fairness to employees, the complainants, and the community.

The Investigations Division is responsible for ensuring 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. The 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 completed according to law. New to the Inspections Division has been the oversight of both state level and national accreditation of the Department. Additional duties and responsibilities of the Inspection Division include collecting and analyzing the data and trends associated with employee misconduct, use of force, and police related wrecks. The Division provides specific analytical reports on demand as well as an annual report for publication and distribution to the public.

Police Department

This Bureau also assists the County Attorney's Office in the discovery and development of information pertinent to lawsuits, as well as in the processing and service of legal documents on affected employees. In addition, the Internal Affairs Bureau is responsible for coordinating with the County Attorney's Office in matters of disciplinary action and in facilitating the disciplinary appeal process, or in some cases serving as the case litigator in pro se matters before a Trial Board or the Civil Service Commission. Finally, the Internal Affairs Bureau acts as a liaison with the Office of Equity Programs for matters involving allegations of unlawful discrimination.

Benefits

The function of this Bureau preserves the integrity of the Department and fosters trust in the workforce, the other County agencies, and all aspects of the community served. Further, work of the Bureau ensures there will be a well-trained and disciplined work force while simultaneously defending the reputation of the Department and the County from unjust complaints and frivolous lawsuits. The Bureau also ensures that policies are updated according to best practices and are in compliance with both state and national accreditation standards which acts as a prophylaxis against complacency.

Mandates

The Law Enforcement Procedural Bill of Rights located in Chapter 9 of the [Code of Virginia](#) mandates how police departments conduct internal investigations as performed by Internal Affairs as well as the disciplinary process which is overseen by the Internal Affairs Bureau. While there is no statutory mandate for a police department to become either state or nationally accredited, those levels of accreditation reinforce to the community that their police department maintains the highest levels of professionalism and dedication to duty which enhances trust in the community. The functions and requirements of FOIA are mandated by Virginia Code § 2.2-3700(B).

Trends and Challenges

Policing post 2014 has changed drastically based upon the perceived abuse of power in use of force incidents against members of minority communities. This has led to significant requests for additional oversight and more intense scrutiny of police departments. The Fairfax County Police Department has not increased its Investigations Division Staff since 2002. The seven investigators cannot keep up with the increase in workload and as such many cases take much longer than the 60-90 day timeline for investigation completion.

Police Department

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #197: Internal Affairs Bureau			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$1,528,597	\$1,840,200	\$1,610,656
Operating Expenses	26,190	25,205	25,842
Total Expenditures	\$1,554,787	\$1,865,405	\$1,636,498
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$1,554,787	\$1,865,405	\$1,636,498
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	16 / 16	16 / 16	17 / 17
Total Positions	16 / 16	16 / 16	17 / 17

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Investigations Involving Complaints	482	569	626	688	757

Total department internal investigations involving complaints have trended up. Based upon the historical events that occurred in both FY 2014 and FY 2015 leading to calls for more scrutiny and oversight by the public, it is anticipated complaint totals will continue to increase.

Likewise there has been more litigation directed at law enforcement in recent years which also affects case and workload of both detectives and the FOIA specialists.

Police Department

LOB #198:

ADMINISTRATIVE SUPPORT BUREAU

Purpose

The Administrative Support Bureau (ASB) provides significant support to the Department, Department employees, other County agencies and the public through three divisions: Financial Resources, Human Resources and Personnel Resources. The bureau provides fiscal and budgetary support to include budget development and monitoring, accounts payable and receivable, and procurement to all departmental entities. It also supports the areas of pay and benefits, health services (medical examinations and pathogenic exposures), workers' compensation, position classification/description/control, workforce planning and performance management. Additionally, ASB handles applicant/employment processing, polygraph services, and provides support through aggressive applicant recruitment and testing. This entity also provides insight and counsel on issues involving minority affairs.

Description

The ASB consists of three (3) divisions: Financial Resources Division, Human Resources Division and the Personnel 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.

The Human Resources Division administers payroll policies and procedures, coordinates Workers' Compensation claims with Risk Management, and provides information and coordination on the County's benefits programs, to include the Family Medical Leave Act and other leave programs. In addition, it administers the Department's diversity plan, the language stipend program, coordinates pre-employment and in-service medical examinations; provides training and guidance on performance management; coordinates Americans with Disabilities Act accommodation requests; and provides guidance on employee relations matters.

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; 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 for services rendered. The Financial Resources Division is comprised of three sections and one unit: Budget, Grant, Procurement and the False Alarm Reduction Unit. The division directs the development of the budget and all of the purchasing and accounting activities of the Police Department and Animal Shelter and serves as the Department's principal contact for fiscal matters.

Benefits

The benefit of a consolidated ASB is the effective communication of the needs of the Department from a support perspective. The ASB supports the entire Department from the initial hiring process to benefits of existing employees. The ASB also incorporates an employee wellness component by overseeing the Incident Support Services that provide psychological wellness and support to the employees of the Department. The ASB works with great efficiency to achieve the mission based on current staffing and workforce numbers.

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Mandates

The bureau is responsible for support functions to assist other bureaus and divisions with the enforcement of selected laws of the Code of Virginia and Fairfax County Code. This LOB is state mandated concerning the compliance with the Virginia Freedom of Information Act.

Under the Financial Resources Division is The False Alarm Reduction Unit (FARU) which is staffed by four civilian personnel. FARU is mandated by the following:

Fairfax County Code, Virginia, Security Alarm Systems 8.1.

Section 8.1-1-3. - Administration and enforcement. The Fairfax County Police Department shall be responsible for the administration and enforcement of this Chapter. (31-98-8.1.)

Trends and Challenges

With an average of approximately four officers per month becoming retirement eligible in the next three years, it will be crucial to remain active in the recruitment of the “best and the brightest” candidates. In addition, with changes in demographics in the community, the Department must continue to attract diverse applicants as well. Other jurisdictions face similar trends and challenges so recruitment efforts must be highly competitive with others to become the best choice for police officer candidates. This includes developing a communications strategy that uses all available resources for reaching applicants, to include “traditional” means of job announcements such as radio, newspapers and the County website, to leveraging technology in social media where the next generation of applicants will come from. Staying on the forefront of recruitment planning will be crucial to success.

With budget constraints facing all County departments, sound fiscal planning and management is necessary to meet growing needs while remaining within funding and other resources.

Technology in security industry continues to change, keeping up with all new components and equipment processes for police departments and end user will be challenging. One of those challenges is the self-installed alarm systems.

Police Department

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #198: Administrative Support Bureau			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$3,696,842	\$4,019,540	\$3,966,026
Operating Expenses	15,787,485	18,043,245	14,314,025
Work Performed for Others	(552,377)	(552,377)	(552,377)
Total Expenditures	\$18,931,950	\$21,510,408	\$17,727,674
General Fund Revenue	\$27,732,207	\$29,875,945	\$29,584,435
Net Cost/(Savings) to General Fund	(\$8,800,257)	(\$8,365,537)	(\$11,856,761)
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	52 / 52	51 / 51	52 / 52
Total Positions	52 / 52	51 / 51	52 / 52

Metrics

Metric Indicator	CY 2013 Actual	CY 2014 Actual	CY 2015 Estimate	CY 2016 Estimate	CY 2017 Estimate
Alarm Ordinance Violations	525,295	578,069	598,382	583,187	583,187
Vacancies	76	92	94	94	94

The Department was able to fill a significant number of vacancies over the past year through enhanced recruiting efforts and a reduction in the time required to process applicants through to the point of hiring. In addition, the Department continues to actively recruit and hire veteran police officers from other states and Federal agencies. In spite of these efforts, the number of officers eligible to retire and normal attrition have resulted in an increased number of vacancies.

Grant Support

FY 2016 Grant Total Funding: Anticipated funding of \$1,039,964 supports the Administrative Support Bureau LOB. There are no positions and no Local Cash Match is associated with these grants. The Seized Funds Program provides additional funding for law enforcement activities under authority of the Comprehensive Crime Control Act of 1984 and the Anti-Drug Abuse Act of 1986. These funds are released by the Department of Justice from asset seizures in connection with illegal narcotics activity. Funds received are dependent upon law enforcement seizures which can vary in amount and timing; therefore, anticipated funding is based on the three year average.

Police Department

LOB #199:

RESOURCES AND MANAGEMENT BUREAU

Purpose

The Resource Management Bureau is responsible for providing mission critical support to the Police Department in its daily operations and administrative activities through resource distribution/allocation, technical support and inventory management. Primarily, the Resource Management Bureau maintains and manages all Department vehicles, uniforms, patrol equipment and security/storage of evidence for criminal prosecution, and security/storage of all warrants/arrest documents. Additional Bureau responsibilities include Police Capital Improvement Projects (CIP), 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.

Description

The Resource Management Bureau provides support through two divisions: the Logistics and Property Division and the Records and Facilities Division. The Bureau is overseen by a Police Major who reports to the Deputy Chief of Administration.

The Logistics and Property Division is comprised of three sections: Fleet Services, Property and Evidence and Quartermaster. The Fleet Services Section is responsible for planning, managing and directing the maintenance, repair and storage of over 1,200 marked and unmarked police cruisers, motor pool and other public safety and support vehicles. This includes vehicles from the eight district stations, headquarters and other operational and support components of the Department. It is also responsible for maintenance of ancillary equipment for patrol vehicles including in-car video, emergency lights, prisoner cages and weapon racks.

The Property and Evidence Section is responsible for receiving, storing and maintaining the security of evidence that is recovered, lost, or stolen. The Property Section maintains over 100,000 pieces of property and evidence for court cases and it adheres to strict accountability for evidence storage required to meet the Virginia Law Enforcement Professional Standards. The release and disposition of all property is in accordance with the Department regulations and General Orders.

The Quartermaster Section maintains all police uniforms and related equipment for the uniformed employees of the Department. The section is responsible for maintaining adequate inventory to support Department requirements and maintaining effective configuration control of uniforms and related equipment. In addition, the section manages all issued police body armors, to include product recalls, federal advisory notices and warranty replacements.

The Warrant Desk is the official repository of all warrants and/or arrest documents obtained by members of the Department or received from other jurisdictions for service in Fairfax County. The Warrant Desk is open and staffed 24/7/365. Staff are responsible for precise recording of all actions associated with these documents including entry into I/LEADS record management system, the Virginia Criminal Information Network (VCIN) and National Crime Information Center (NCIC) databases, assignment to stations/divisions for service, secure storage of the original documents, immediate clearance or status update after service attempts, and accurate intra and inter-jurisdiction communication regarding warrant status. All procedures comply with applicable laws, accreditation standards, and must pass all audits.

The Records and Facilities Division includes three distinct sections, the Dissemination Section, Quality Assurance Section and the Expungement Section. The Dissemination Section is responsible for receiving, processing and disseminating requests for police records (incident reports, accident reports, criminal history requests) from the public and other law enforcement agencies. All records released must be in compliance with FOIA. This section also provides fingerprint services to the public. The Quality Assurance Section reviews entries made in I/LEADS. The duties include approving all accident reports, reviewing all

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arrest data for accuracy, filing paper tickets, merging names and correcting names in the master name file of I/LEADS. The Expungement Section is responsible for processing court ordered expungement requests within the mandated 120 day time frame.

The Facilities Division's responsibilities include:

- Placing work orders to the Facilities Management Department (FMD) and working with FMD to ensure repairs and maintenance are conducted in a timely manner;
- Coordinating movement of staff, furniture and equipment;
- Coordinating all work involving telecommunication and data cabling;
- Investigating and analyzing facility safety issues; and,
- Coordinating Risk Management inspections.

The Director position is further tasked with providing support to the Department of Public Works and Environmental Services on current and future CIP projects within the Police Department. Recent projects include Fair Oaks District Police Station, Animal Shelter, Reston District Police Station, McLean District Police Station and the new Public Safety Headquarters project.

Benefits

The Resource Management Bureau provides critical logistical support for Department operations. It improves officer safety and effectiveness through rigorous tests, evaluations, maintenance of police equipment and vehicles. The Bureau ensures safe, secure facilities for all employees and customers (public). Lastly, the Bureau manages evidence and records for successful prosecution of criminal cases.

Mandates

Property & Evidence Section

LEGAL REFERENCES

Code of Virginia as Amended, §15.2-1719

Code of Virginia as Amended, §15.2-1720

Code of Virginia as Amended, §15.2-1721

Fairfax County Code, Virginia, Section 2-2-1

Fairfax County Code, Virginia, Section 2-2-4

ACCREDITATION STANDARDS REFERENCE

VLEPSC

ADM. 16.01, 16.02, 16.03, 16.04

Warrant Desk

LEGAL REFERENCES

Code of Virginia as Amended, §19.2, Chapter 9.1

Code of Virginia as Amended, §19.2-76.1

In-Car Video

ACCREDITATION STANDARDS REFERENCE

VLEPSC CALEA 41.3.8

OPR. 01.11

All police records are released in compliance with FOIA- Virginia Code § 2.2-3706.

All accident reports are released in compliance with Fairfax County Code 82-8-7.

All Expungement Orders must be processed within the 120 day mandate- Virginia Code § 19.2-392.2.

Police Department

Trends and Challenges

Transparency in policing is of paramount importance, as police maintain trust and relationships with the community that are served. In order to maintain this type of trust, the Department must continue to evaluate and explore the technology of today and future that will enhance this objective. For instance, the Department currently manages over 600 In-Car Video units within the police fleet. The Department expects this number to rise in the near future due to demands from the community until the entire police fleet (over 1,200 cruisers) is equipped with the In-Car Video system.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #199: Resources and Management Bureau			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$3,060,166	\$3,670,559	\$3,141,028
Operating Expenses	761,023	1,914,070	1,844,430
Capital Equipment	11,205	172,546	0
Total Expenditures	\$3,832,394	\$5,757,175	\$4,985,458
General Fund Revenue	\$228,788	\$234,414	\$0
Net Cost/(Savings) to General Fund	\$3,603,606	\$5,522,761	\$4,985,458
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	51 / 51	50 / 50	49 / 49
Total Positions	51 / 51	50 / 50	49 / 49

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Total Number of Vehicles in Fleet	1,441	1,441	1,441	1,461	1,481
Total Number of Utility Vehicles to Replace Sedans per year	0	0	32	64	96

Quartermaster Section: Staff are required to procure, stock, and manage approximately 2,200 different items of uniforms and equipment valued at approximately \$750,000 annually. In FY 2015, staff completed 310 procurement transactions and logged 10,210 customer transactions. The Quartermaster Section also facilitates research and testing of new equipment ensuring all specifications for usage and safety are met.

Police Department

Property & Evidence Section: This unit is responsible for ensuring the Department's compliance with all laws and regulations regarding the handling of 93,445 items of property and evidence. Each week the staff members complete property pickups from 12 temporary property collection points. This creates on average 550 new items processed into the Department's records system weekly. The average time to process the new items is 14.3 hours per technician. Additionally, staff members conduct an average of 30 over the counter transactions with customers each day and approximately 70 property releases to citizens each week. Strict procedures, industry standards, and laws require extreme accountability practices with a goal of zero errors for every time one of these items is handled. Several internal and external audits are conducted and passed each year. All discrepancies require administrative inquiry and/or investigation to resolve.

Warrant Desk: This unit maintains the highly regulated repository of 3,740 active arrest warrants assigned to the Department. Outcomes are measured through various internal and external audits related to the meticulous records required by law and regulation. Similar to the Property and Evidence Section, the Warrant Desk passes all audits, but only through the use of scheduled overtime so that staff members can complete required monthly warrant validations on time. Currently, each member is allowed to work 1.5 hours of overtime a week to keep up with this requirement. Failure to do so creates an extreme liability risk to the County.

Fleet Services: This section is responsible for the management of the Department's vehicle fleet of 1,441 vehicles (all vehicles with police ID numbers, to include radar trailers, motors, etc.). Staff facilitate the maintenance and replacement of a highly diverse fleet necessary to meet the Department's primary mission of providing professional police services.

The 2015 Public Safety Bond Referendum was recently approved. As a result, the plans/preparations have begun for new South County Police station and Animal Services facility. The new station will be the ninth police station and will provide full 24/7 high quality police services to the community. Additional staff and vehicles will be required to outfit the station in future years.

In 2013, the new Ford interceptor police cruisers were added to the Department's cruiser fleet. Although the cruisers all-wheel drive capability was met with high accolades from officers/drivers, its limited trunk and rear-passenger space capacity has become not only a hindrance but also a potential safety factor (emergency officer or citizen rescue). In 2015, FCPD deployed thirty two marked Police Utility vehicles to 8 respective police stations (4 utility cruisers per police station). The initial assessment of these police utility vehicles were met with great success with the following benefits:

- Enhance driver's visibility and safety.
- Better payload of 400 + lbs.
- Increase leg and shoulder room/space for rear prisoner compartment and safety.
- Additional trunk space for increase number of police equipment and apparatus.
- Cost difference of only \$1,468 between police utility vs. sedan vehicles (\$36,459 for Utility vs. \$34,991 for sedan).

Based on the initial success, the Department plans on continuing to deploy utility vehicles to replace sedans.

Police Department

LOB #200:

INFORMATION TECHNOLOGY BUREAU

Purpose

The Information and Technology (IT) Bureau has several areas of responsibility: Applications, Communications, Information Management, and Infrastructure and Technology. It manages and supports automated data processing systems, including the Police Records Management System (RMS) and intranet/internet sites.

IT administers and supports internal communications systems and promotes interoperability within the National Capital Region. This Bureau was established to lead in the modernization of major law enforcement information technology systems. IT manages and supports the current and future growth of the IT infrastructure, to include PCs, notebooks, peripherals, servers, printers and plotters, productivity software.

IT also facilitates infrastructure technology upgrades, such as, Records Management System (RMS), Computer Aided Dispatch (CAD) and a variety of other software platforms critical to law enforcement operations.

Description

The IT 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 primary areas of responsibilities.

Applications 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's Department of Information Technology.

Communications explores coordinates, administers, and supports the communication systems internal to the Department and promotes and maintains interoperability with 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 *i.e.*, cellular phones, tablets and other personal devices.

Information Management Division (IMD) takes 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.

Infrastructure and Technology manages, maintains and supports the future growth of the 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.

Police Department

Benefits

The IT Bureau supports the technical infrastructure of the agency. It ensure the Department complies with general County Information Technology security policies. The IT Bureau provides 24/7 support for the agency records management system (RMS) and business hour support for other critical systems and peripherals.

Mandates

Information Technology data must meet Criminal Justice Information Services (CJIS) Security Policy. Although these policies are not managed or maintained by the IT Bureau, it is the Bureau's responsibility to select vendors that are CJIS compliant as per County DIT mandate.

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.

Trends and Challenges

Technology is constantly changing and becoming increasingly dynamic. Remaining current with applicable technology as it relates to applications can be overwhelming. Technology as it relates to law enforcement trends has become mainstream where as several years ago, that was not the case. Selecting the best vendor with the best application cognizant of cost and expenditures is difficult. Technology trends focused on law enforcement applications are on the forefront. This is particularly true when examining current events and high profile incidents involving law enfacement nationwide. The number of technology vendors has grown significantly. Keeping the agency in the mainstream is significantly more challenging and these challenges will increase in the future.

The Department is currently undergoing a major Records Management System (RMS) overhaul that includes significant upgrades and business process changes. This is the largest upgrade since RMS implementation over five years ago. Significant challenges presented by this upgrade are; data conversion, training, acceptance testing, configuration and deployment. This will involve considerable personnel resources over an extended period of time, estimated at 14 – 20 months.

Police Department

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #200: Information Technology Bureau			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$1,470,099	\$1,224,860	\$1,636,594
Operating Expenses	3,917,072	2,748,274	3,237,286
Capital Equipment	22,170	123,174	0
Total Expenditures	\$5,409,341	\$4,096,308	\$4,873,880
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$5,409,341	\$4,096,308	\$4,873,880
POSITIONS			
<i>Authorized Positions/Full-Time Equivalents (FTEs)</i>			
<u>Positions:</u>			
Regular	18 / 18	18 / 18	18 / 18
Total Positions	18 / 18	18 / 18	18 / 18

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Service Requests	5,042	6,664	9,605	9,605	9,605

With increasing reliance on technology as it relates to law enforcement operations, staffing and commitment to support will become increasingly challenging. These challenges are anticipated to intensify going forward.

The Information Technology Bureau handles service requests for the entire police Department. These requests include, service outage troubleshooting, peripheral support, Records Management System (RMS) support, password resets, application support, hardware support, smartphone support, Mobile/CAD support, and a variety of ancillary support mechanisms not specifically defined or accounted for. These services request have increased significantly over the last few years while staffing resources have remained stagnant.

Police Department

LOB #201:

CRIMINAL JUSTICE ACADEMY

Purpose

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. Member agencies include the Fairfax County Police Department; Fairfax County Sheriff's Office; Town of Herndon Police Department, and the Town of Vienna Police Department. 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. The Director of the Criminal Justice Academy is responsible for managing all promotional processes for sworn members of the Fairfax County Police Department in coordination with the Department of Human Resources. The Police Department's Mentor Program is also managed at the Academy.

Description

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.

Benefits

This LOB ensures that Fairfax County residents are provided the most highly trained, competent, capable and professional law enforcement officers possible. The training program instills a culture of integrity, safety, excellence, professionalism, leadership, continual learning and service to the community.

Police Department

Mandates

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.

Trends and Challenges

Several factors including the number of upcoming retirements, regular attrition and additional requirements will require the Criminal Justice Academy to train additional recruits in future years. While the Criminal Justice Academy is equipped to handle this additional workload a significant increase in the number of recruits will stretch resources and challenge staff.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #201: Criminal Justice Academy			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$5,700,308	\$7,350,718	\$6,810,488
Operating Expenses	1,548,176	1,833,110	2,179,229
Capital Equipment	5,726	28,597	0
Total Expenditures	\$7,254,210	\$9,212,425	\$8,989,717
General Fund Revenue	\$221,284	\$204,048	\$228,284
Net Cost/(Savings) to General Fund	\$7,032,926	\$9,008,377	\$8,761,433
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	41 / 41	42 / 42	38 / 38
Total Positions	41 / 41	42 / 42	38 / 38

Police Department

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Basic Recruits Trained/Graduated	49 / 44	75 / 64	172 / 141	175 / 140	175 / 140
Law Enforcement Training Unit	4,043	3,795	4,166	4,200	4,200
Emergency Vehicle Operations (Driving Training)	499	970	580	1,000	1,000
Firearms Training Unit (Range)	2,109	2,221	2,218	2,200	2,200
Professional Development Training Unit	3,226	6,005	3,200	4,000	4,000
Youthful Driver Training Program	192	180	210	180	180

The Criminal Justice Academy provides service in several business areas where metrics can be provided. These areas consist of Basic Recruit training, Incumbent officer training (Law Enforcement Training Unit), Driver Training, Firearms Range, and Professional Development Training Unit.

The Law Enforcement Training Unit's mission is to train and enhance the 2,000+ sworn members of the Public Safety agencies in operational readiness, control tactics and state-mandated training such as CPR/First Aid.

The Emergency Vehicle Operations Center's mission is to train and enhance the 2,000+ sworn members of the Public Safety agencies in the operation of police vehicles during basic and emergency driving situations.

The Firearms Training Unit is responsible to train and enhance the 2,000+ sworn members of the Public Safety agencies with an array of firearms related training to include regular issues firearms to more advanced tactical equipment. Safety is paramount at the range and therefore, there is an approved ratio of instructors to students at all levels of range training.

The Professional Development Training Unit is responsible to provide in-house and contractor based law enforcement training to enhance the 2,000+ sworn members of the Public Safety agencies with an array of different training opportunities.

The Youthful Driving Program is a one day, hands on, defensive driving course created to provide advanced driving skills for teen drivers in Fairfax County and surrounding jurisdictions. The mission is to provide advanced driving skills to enable teenagers to be safe and responsible drivers and to provide a service to the community that will help save the lives of young teenage drivers.

Police Department

LOB #202:

CRIMINAL INVESTIGATION BUREAU, MAJOR CRIMES

Purpose

The purpose of the Major Crimes Division is to centralize the investigative entity of the Criminal Investigations Bureau that is responsible to conduct criminal investigations of all major crimes including murder, rape, robbery, aggravated assault, motor vehicle theft, financial crimes, fugitives from justice, and cases involving children that occur in Fairfax County. The vast majority of the Division's cases are referred to the Major Crimes Detectives from patrol officers, while others are generated by citizens and outside 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.

Description

The Major Crimes Division of the Criminal Investigations Bureau is composed of ten specialized investigative units. Each unit within the division contains a squad of detectives and a first line supervisor. Squad members receive highly specialized training to develop their expertise and mandated certifications in their respective investigative fields. These squads include Homicide, Cold Case, Sex Crimes, Robbery, Child Abuse, Computer Forensics, Child Exploitation, Financial Crimes, Auto Theft, and the Fugitive Squad. Each of the ten squads receives support for their victims of crime by the Victim Services Section that is additionally housed within the Major Crimes Division.

Benefits

The Major Crimes Division is responsible to investigate the most serious criminal offenses against persons that occur in Fairfax County. In an effort to ensure investigations of these crimes are consistently conducted by highly trained and specialized detectives, the Major Crimes Division was created as a centrally located investigative entity within the police department staffed with highly trained detectives. These detectives are responsible to investigate all major cases that occur across the County, regardless of the geographic area of the County in which they occur. The development of specialized detectives working from a centralized location provides superior customer service and reflects sound management of resources to ensure the needs of both crime victims and community members are met. The direct byproduct of deploying the best detectives to investigate the most serious offenses is a direct reflection of the decreasing crime rate that is enjoyed by all of the counties citizens and visitors. The primary benefit provided by the Major Crimes Division to the community is the feeling of safety and security afforded by the knowledge that serious criminal offenses are being thoroughly investigated and criminals are being held accountable. Providing community members with an overall sense of safety and security facilitates engagement of community members, promotes the county economy, and assures community members have desirable places to live, work, shop, play, and grow old.

Mandates

The Major Crimes Division is mandated to enforce and investigate selected laws of the Code of Virginia and Fairfax County Code.

Police Department

Trends and Challenges

Currently, one of the greatest challenges facing the Major Crimes Division is the increased caseload of the Computer Forensics Unit. This occurrence is directly attributed to the technological improvements that have been made concerning the collection and storage of electronic data. For example, currently 64 percent of U.S. adults own a smartphone which has considerably increased from just 35 percent in 2011. In consideration of this fact, American life is dominated by talking, texting, e-mailing, social networking, taking photographs or videos all of which create electronic evidence critical to detectives in solving crime. Because the staffing of the Computer Forensic Unit has not paralleled the advances made in technology, evidence is not being processed and crimes are not being solved. Currently, the backlog in computer evidence has become so great that many detectives don't bother to submit evidence knowing that it will not be processed in a reasonable amount of time to either solve crime or prosecute offenders. Staffing in the Computer Forensics Unit has not increased in sixteen years, when it was increased from two detectives to its current staff of three detectives.

In addition to the Major Crimes Division's current needs in Computer Forensics, equally important and also increasing exponentially, is the reported number of financial crimes that are being reported for investigation and processing. Currently, the Financial Crimes Section experiences the largest caseload in the Major Crimes Division with an average of approximately 1,000 cases per year. As financial crimes (check frauds, credit card frauds, construction frauds, embezzlements, false pretenses, and identity theft cases) continue to increase in frequency, it becomes increasingly important to ensure that staffing and span of control of detectives/investigators maintains pace with the continuing complex financial schemes that are victimizing the citizens of the county. Currently, the Financial Crimes Section is staffed with twelve detectives, three civilian investigators (working with the Financial Crimes Online Reporting (FiCOR) system), and one supervisor.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #202: Criminal Investigation Bureau, Major Crimes			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$9,334,101	\$9,810,942	\$9,746,899
Operating Expenses	153,702	288,345	205,720
Total Expenditures	\$9,487,803	\$10,099,287	\$9,952,619
General Fund Revenue	\$91,843	\$387,262	\$23,000
Net Cost/(Savings) to General Fund	\$9,395,960	\$9,712,025	\$9,929,619
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	97 / 97	100 / 100	101 / 101
Total Positions	97 / 97	100 / 100	101 / 101

Police Department

Metrics

Metric Indicator	CY 2013 Actual	CY 2014 Actual	CY 2015 Estimate	CY 2016 Estimate	CY 2017 Estimate
Major Crimes Division - Number of Cases Assigned	5,918	5,239	4,476	5,211	5,211
Major Crimes Division - Number of Cases Cleared	3,622	3,201	3,307	3,377	3,377
Murder Cases - Number of Cases Investigated	8	10	11	11	11
Murder Cases - Number of Cases Cleared	8	7	10	10	10
Rape Cases - Number of Cases Investigated	114	103	125	114	114
Rape Cases - Number of Cases Cleared	88	74	96	86	86
Robbery Cases - Number of Cases Investigated	178	164	178	178	178
Robbery Cases - Number of Cases Cleared	53	57	69	60	60
Financial Crimes - Number of Cases Assigned to Detectives	1,028	1,187	933	1,049	1,049
Financial Crimes - Number of Cases Assigned to Detectives	351	280	266	299	299
Computer Forensics - Number of Cases Assigned	138	147	178	154	154
Computer Forensics - Average Days to Complete Case	75	87	89	84	84
Computer Forensics - Number of Requests Pending at End of Year	74	51	59	61	61

As shown in the metrics, the numbers of cases investigated for the crimes of murder, rape, and robbery have remained relatively static. Consequently, the number of detectives assigned to these investigative squads and case load remains sufficient and acceptable to achieve the desired objectives pertaining to case closures. By contrast, Financial Crimes and Computer Forensics is trending in the opposite direction. Caseloads in both the Financial Crimes and Computer Forensics investigative sections have only increased resulting in declining closure rates and increased wait times for computer evidence to be analyzed. The cause of both these occurrences is the Major Crimes Division's lack of response and ability to keep pace with modern technology.

In an effort to address these issues, the current staffing of both the Computer Forensics Section and the Financial Crimes Section must be examined. Currently, the Computer Forensic Section is staffed by three detectives that are tasked to collect and examine all electronic evidence requests that are made of them by the agency's detectives, investigators, and patrol officers. The currently authorized staffing of the Computer Forensic Section has not changed in sixteen years. In consideration to the advances in technology, the staffing of this section does not reflect the obvious need. To accomplish this, staffing of the Computer Forensic Section clearly needs increased in an effort to both decrease caseload and allow detectives the time to conduct the required in-depth analysis of the ever increasing complexity of data that is currently being stored on the smallest of electronic devices.

Police Department

Currently, the majority of the cases investigated by the detectives of the Financial Crime Section are being submitted to the police department via the Financial Crimes Online Reporting (FiCOR) system. Following submission of these electronic cases, non-sworn FiCOR civilian investigators evaluate and prioritize cases by working with victims to provide them relief and resolution to the ever increasing frequency of check frauds, credit card frauds, construction frauds, embezzlements, false pretenses, and identity theft cases that are plaguing the citizens of the county. While the majority of these cases do not have viable investigative leads for detectives to pursue, FiCOR investigators provide assistance and important information to victims in an effort to restore their credit ratings and recover lost funds. As the frequencies of these cases have continued to increase, staffing levels of FiCOR investigators has not kept pace. Consequently, victims are not being contacted for several days and cases are not being evaluated for assignment to detectives in a timely manner. Until this situation is addressed, the current level of customer service will continue to degrade as reflected and predicted in the attached Performance Measures.

To address these identified deficiencies, both the Financial Crimes and Computer Forensic Sections require direct mitigation in the form of increased staffing to ensure customer service of crime victims is maintained and crimes are closed. Detailed staffing request to address these issues are currently included in the FY 2016-FY 2020 Public Safety Staffing Plan.

Police Department

LOB #203:

VICTIM SERVICES SECTION

Purpose

The Victim Services Section (VSS) has a twenty year history of providing comprehensive services to victims of crime in Fairfax County, Fairfax City, Town of Herndon, Town of Vienna as well as assisting victims referred through the Virginia State Police. These services are mandated by the Virginia Crime Victim and Witness Bill of Rights (§ 19.2-11).

VSS staff are an essential component to the successful investigation and prosecution of the cases in which they are assigned. VSS provide detectives, officers, and Commonwealth Attorney's the necessary support needed to focus their efforts on the investigation and prosecution of the case while using expertise to handle the needs of those victims affected by crime. VSS work to meet the needs of victims of crime who are attempting to navigate the confusing and difficult landscape of the criminal justice system. In doing so, VSS directly supports and embodies the mission and focus of the Fairfax County Police Department in providing professional support, assistance and the highest quality of service to the citizens of Fairfax County.

Description

The Victim Services Section of the Fairfax County Police Department was created in 1986, and adopted by the County Board of Supervisors because of efforts by the League of Women Voters, the Commonwealth Attorney's Office, the Office of the Sheriff and the Police Department. The Fairfax County Police Department established the Victim Services Section within the Criminal Investigation Bureau in order to ensure the fair, compassionate, and sensitive treatment of victims and witnesses of crime. The Fairfax County Police Department guarantees that victims and witnesses of crime are treated with respect and dignity and are afforded rights and services designed to address the specifics of their victimization.

Benefits

As system-based victim advocate within a law enforcement agency, the VSS work cases starting from the onset of the crime and continue to work with victims and survivors throughout the criminal justice process. While community based advocates are specially trained in working with victims of a particular group, the Department's advocates are trained to work with victims of all crime. System-based advocates are often better able to access information but it also means the advocates offer services that are unique to their role, such as: assisting victims in scheduling appointments with criminal justice personnel (e.g., detectives, prosecutors); offering victim transportation when needed, participate in interviews and other procedures, following the case throughout the entire court process and providing court accompaniment.

The Section's purpose is to respond to the psychological, emotional, and financial needs of crime victims and witnesses in accordance with the Code of Virginia to individuals victimized within the police jurisdictions of Fairfax County, Fairfax City and the towns of Herndon and Vienna. This also includes the Virginia State Police and George Mason University. This is achieved through crisis intervention, counseling, outreach, advocacy, education, information, and referral for victims of crime and trauma, close support to first responders, investigative units, and on a larger scale, promotion and heightening of awareness for the neighborhoods and communities in which victims and witnesses of crime reside.

Police Department

Mandates

The Victim Services Section is mandated under the Federal Victim of Crime Act and the Virginia Victim and Witness Rights Act including the rights pertaining to protection, financial assistance, notifications, victim input and courtroom assistance; and assists victims with exercising those rights as required by the Code of Virginia.

Virginia Code § 19.2-368.17 – law enforcement officers must notify victims of crime their rights by distribution of notices to each victim.

Virginia Code § 19.2-11.01- Crime Victim and Witness Rights-that crime victims and witness are informed of their rights provided to them under the laws of the Commonwealth; that they receive authorized services as appropriate.

Crime Victim Services Grant: Local governments receiving victim services grants are required to establish and operate programs to provide services to victims of crime in accordance with Department of Criminal Justice Services guidelines established to implement the Crime Victim and Witness Rights Act. Localities are also required to report periodically on expenditures and on progress toward achieving the objectives of the grant.

Authority: Virginia Code §§ 9.1-104, 19.2-11.01, and 19.2-11.3; Department of Criminal Justice Services Program Guidelines; P.L. 98-473 (Victims of Crime Act) (Fed.); Final Program Guidelines, Victims of Crime Act (Fed.)

STOP Violence Against Women Grants: Local governments receiving STOP grants to establish and operate programs which combat violent crime against women through enhancement of the criminal justice response or victims services must comply with Department of Criminal Justice Services program guidelines.

Authority: Virginia Code § 9.1-102; Violence Against Women Act of 1994 and Violence Against Women Act of 2000 (Fed.); Department of Criminal Justice Services Program Guidelines.

Trends and Challenges

At present, not every case is being worked by a VSS specialist. In cases where there is a VSS specialist assigned, the advocate's time is shared with numerous other duties, which leaves many crime victims with just the basic services. In most instances, the casework produced by a single station is far too much work for one Victim Service Specialist to handle effectively. The VSS specialists already carry caseloads in the hundreds. In addition to working with victims of domestic violence, sexual assault, stalking and human trafficking, the VSS is the only resource in the County that assist victims of homicide, malicious wounding, robbery, bias and hate crimes, arson, burglary, and home invasions. VSS continue to experience an increase in the number of cases referred by the investigators, Commonwealth's Attorney Office, the Towns of Herndon and Vienna, City of Fairfax, and other County agencies, as well as self-referrals. With the recent closing of Child Help in March 2012, the Victim Service Section is also the only agency in the County that provides criminal court accompaniment to victims of child physical and sexual abuse. In addition, the department has implemented the Lethality Assessment, which will increase VSS caseload not only within the department but also from the outside jurisdictions.

In April 2013 due to a recent audit, General Order 501.2 Investigative Responsibilities was updated to ensure the department was providing appropriate services to crime victims per code. GO 501.2.VI. It states *"The Department recognizes the need to address the rights and concerns of victims and witnesses in accordance with the Code of Virginia §19.2-11.1"*. It goes on to include *"as soon as practicable after identifying a victim or witness of a crime, the preliminary officer or detective shall provide the victim or witness with the Victim Services Section's trifold brochure"*. This one change in policy has significantly increased the VSS caseload but no additional staff have been added.

Police Department

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #203: Victim Services Section			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$490,003	\$568,241	\$529,122
Operating Expenses	20,871	40,748	47,547
Total Expenditures	\$510,874	\$608,989	\$576,669
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$510,874	\$608,989	\$576,669
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	5 / 5	5 / 5	5 / 5
Total Positions	5 / 5	5 / 5	5 / 5

Police Department

Metrics

Metric Indicator	CY 2013 Actual	CY 2014 Actual	CY 2015 Estimate	CY 2016 Estimate	CY 2017 Estimate
Number of VSS Tri-folds Provided	3,147	3,241	3,300	3,400	3,500
Number of Victims/Witnesses Served	3,440	3,677	3,800	4,000	4,200
Number of Courtroom Accompaniment	827	983	1,300	1,400	1,500
Number of Home Visits	87	88	90	95	100
Number of Office Walk-ins	52	61	69	75	80

The Section's purpose is to respond to the psychological, emotional, and financial needs of crime victims and witnesses. VSS staff accomplishes this by providing comprehensive services through crisis intervention, counseling, outreach, advocacy, education, information, and referral for victims of crime and trauma, close support to first responders, investigative units, and on a larger scale, promotion and heightening of awareness for the neighborhoods and communities in which victims and witnesses of crime reside.

VSS staff is also an essential component to the successful investigation and prosecution of the cases in which they are assigned. VSS provide detectives, officers, and Commonwealth Attorney's the necessary support needed to focus their efforts on the investigation and prosecution of the case while using expertise to handle the needs of those victims affected by crime. VSS work to meet the needs of victims of crime who are attempting to navigate the confusing and difficult landscape of the criminal justice system. In doing so, VSS directly supports and embodies the mission and focus of the Fairfax County Police Department in providing professional support, assistance and the highest quality of service to the citizens of Fairfax County.

It is difficult to quantitatively measure the effectiveness of VSS, as the goal is the victims psychological, emotional and mental well-being, a feeling of security, or the ability to continue to live one's life without fear of being victimized again. However, tasks such as cases assigned, court accompaniment, or the number of Victim Witness trifold pamphlets being distributed can be tracked for statistical analysis.

Objectives for 2015

- Victim Services Section should perform at least 90 home visits a year;
- Distribute over 3,300 Victim Rights information pamphlets to crime victims;
- Accompany over 3,800 crime victims and witnesses through the criminal justice process; and,
- Obtain additional VSS advocates to adequately provide services to crime victims in an ever increasing population as mandated in the Virginia Crime Victim and Witness Bill of Rights (Virginia Code § 19.2-11).

Grant Support

FY 2016 Grant Total Funding: Funding of \$240,484, including \$13,248 in Local Cash Match and 6/6.0 FTE grant positions supports the Victims Services LOB.

Someplace Grant - \$52,993, including \$13,248 in Local Cash Match and 1/1.0 FTE grant position

The Virginia Department of Criminal Justice Services provides funding for critical services to victims of domestic violence in Fairfax County. There is a 25 percent Local Cash Match requirement.

Victim Witness Assistance Grant - \$187,491 and 5/5.0 FTE grant positions

The Virginia Department of Criminal Justice Services provides funding to the Victim Witness Unit to provide critical services for victims and witnesses of criminal activity. There is no Local Cash Match associated with this grant.

Police Department

LOB #204:

ORGANIZED CRIME AND NARCOTICS DIVISION

Purpose

The Organized Crime and Narcotics 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.

Description

The Narcotics Section has as its primary responsibility follow-up and long-term investigations in narcotic cases. The Street Crimes Unit has as its primary responsibility combating street level narcotics, vice activity, and any crimes associated with those activities. The Money Laundering Unit's (MLU) primary mission within OCN is to target upper level illegal drug dealers, panderers, illegal gambling, and criminal organizations. The goal of MLU is to seek out and identify illicit funds and property derived by criminals and to successfully seize those illegal proceeds.

Benefits

The benefits of the various units within OCN are to conduct investigations with the purpose of arresting drug dealers and seizing assets acquired through illegal means. Investigations range from arresting street-level dealers, shutting down crack houses, identifying heroin traffickers, and arresting multi-kilogram level illegal narcotics dealers.

OCN initiates investigations based on information received from a variety of sources, including: street officers, community members, confidential informants and other law enforcement agencies.

Through education and outreach initiatives, OCN members provide these invaluable resources to other law enforcement agencies and to members of the community.

Mandates

This LOB is mandated by State Law and County Code. It is also essential for Maintaining Safe and Caring Communities, Public Safety and Illicit Drug Enforcement and Prevention.

Trends and Challenges

As with ever changing technology, members of OCN seek to improve the depth and quality of their investigations, develop a capability to investigate synthetic drugs available on the "Dark Net"; such as the 2013 "Silk Road" case, as well as illegal virtual currency also driven by the dark net. OCN resources will continue to vigorously pursue and investigate heroin related non-fatal and fatal overdoses. In order to meet the service needs of the community and Department, OCN continually strives to fully staff the division, train new personnel and improve safety practices.

Police Department

FIGURE 6: (U//FOUO) 2013 - 2014 POLICE REPORTING ON HEROIN FOR NORTHERN VIRGINIA*

Jurisdiction	2013			2014		
	Fatal	Non-Fatal	Total	Fatal	Non-Fatal	Total
Alexandria	2	3	5	1	2	3
Arlington County	N/A	N/A	N/A	1	6	7
Fairfax City	1	2	3	1	4	5
Fairfax County	9	32	41	17	58	75
Falls Church	0	0	0	0	1	1
Herndon	1	1	2	0	1	1
Leesburg	1	1	2	1	4	5
Loudoun County	6	12	18	11	20	31
Manassas	0	5	5	3	7	10
Manassas Park	1	0	1	2	2	4
Prince William County	2	7	9	8	25	33
Vienna	0	0	0	0	0	0

"Silk Road," an anonymous Internet marketplace for illegal drugs like heroin and cocaine and criminal activities such as murder for hire.

"Silk Road has emerged as the most sophisticated and extensive criminal marketplace on the Internet today," FBI agent Christopher Tarbell said in the criminal complaint.

The site was used by "several thousand drug dealers" to sell hundreds of kilograms of illegal drugs.

The site, which has operated since early 2011, also offered tutorials on hacking ATM machines, contact lists for black market connections and counterfeiters, and guns and hit men for sale.

Reuters – Oct 2, 2013

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #204: Organized Crime and Narcotics Division			
FUNDING			
Expenditures:			
Compensation	\$4,130,043	\$4,003,966	\$4,326,958
Operating Expenses	409,277	577,003	426,935
Total Expenditures	\$4,539,320	\$4,580,969	\$4,753,893
General Fund Revenue	\$135,971	\$46,581	\$0
Net Cost/(Savings) to General Fund	\$4,403,349	\$4,534,388	\$4,753,893
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	43 / 43	43 / 43	43 / 43
Total Positions	43 / 43	43 / 43	43 / 43

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Heroin Related Incidents in Fairfax County	41	75	79	83	83

One of this LOBs primary objectives is to reduce/eliminate the number of fatal and non-fatal incidents involving heroin. The number of incidents increased significantly in FY 2014 and efforts continue to stabilize and eventually reduce this number.

Police Department

LOB #205:

CRIMINAL INTELLIGENCE DIVISION, GANG UNIT

Purpose

The Criminal Intelligence Division is comprised of three main components; the Gang Investigations Unit (GIU), the Northern Virginia Regional Intelligence Center (NVRIC), and the Criminal Intelligence Unit (CIU)

Gang activity is very dynamic, often violent, and rarely confined to a particular neighborhood or patrol district. This criminal activity is highly mobile and routinely crosses jurisdictional boundaries. While individual police districts may have a localized gang problem, it is imperative that the Department's gang intelligence effort be centralized, represent all police districts, and be linked to neighboring jurisdictions to maximize the effectiveness of information sharing.

The role of the NVRIC and CIU is to identify, collect, vet, and when appropriate, disseminate information and actionable intelligence. The other mission is to identify and arrest individuals engaged in criminal or potential threatening or terrorist acts and disrupting or mitigating their efforts while ensuring appropriate partners are alerted and de-confliction occurs.

Description

The need for a full time Gang Unit was recognized in the early 1990's after the shooting and murder of a high school student at Marshall High School in Fairfax County. Since 2001, the Gang Investigations Unit has investigated an average of 874 gang related cases per year.

The fundamental role of the Gang Investigations Unit is one of gathering and disseminating criminal gang information to patrol officers and all investigative entities. These functions require good communication and a close working relationship with all operational units of the Department. Additionally, the Gang Investigations Unit shall routinely target specific gang activity and conduct pro-active patrol and enforcement efforts. This unit shall accomplish this mission through the following activities:

- Review all gang-related case reports forwarded by Station Gang Coordinators.
- Case follow-up of selected reports from which gang intelligence might be gained through additional interviews and pursuance.
- Provide direct assistance to any departmental entity requesting intelligence or other gang-related case support.
- Provide appropriate and timely notification to station commanders of current district-level gang activity or intelligence regarding future gang activity.
- Provide educational support in gang-related topics to the Department and gang awareness programs in the community.
- Departmental liaison assignment of a Gang Investigations Unit detective with Immigration and Naturalization Service (INS) to assist with deportation of criminal illegal aliens.
- Dissemination of monthly Gang Activity Summary, Officer Safety Bulletins, and other useful gang-related information.
- Maintain call-out roster for DPSC of Gang Investigations Unit supervisor and detectives for after-hours response to gang activity as requested by patrol supervisors, Duty Officers, or Criminal Investigations Bureau personnel.
- Respond to gang-related incidents and assist with interviews and on-scene investigation at the direction of the investigative authority.

Police Department

- In the event of a GIU call-out for a case that will ultimately involve the Major Crimes Division either through immediate response or follow-up investigative responsibilities, the GIU supervisor shall immediately contact the Major Crimes supervisor to advise them of the call-out. The Major Crimes supervisor shall determine if an immediate response by the Major Crimes Division is warranted.
- Conduct formal case follow-up on any case referred to the Gang Investigations Unit with the approval of the Gang Investigations Unit supervisor.
- Regularly meet with police officials from other jurisdictions for the purpose of sharing gang intelligence and gang activity information.
- Coordinate investigations, enforcement operations, and intelligence sharing with members of the Northern Virginia Regional Gang Task Force.

The GIU shall maintain a computerized gang intelligence system to track gang member contact region-wide. The GIU supervisor shall serve as the administrator of this system and shall approve all entries and deletions, ensuring compliance with all state and federal regulations. Gang Investigations Unit detectives shall enter all known gang contacts including links with vehicles, weapons, locations, and known associates. Gang intelligence information from other participating jurisdictions shall also be made accessible through this system. Station-based Gang Coordinators shall assist with data entry by updating the computer information with gang contacts from their individual stations. Officers, investigators, and detectives may access this information through Station Gang Coordinators or by contacting the GIU directly.

While the Fairfax County Intel Unit previously existed, the role and mission of the NVRIC was born and greatly transformed following the events of 9/11/01. The NVRIC became a nationally recognized fusion center in 2004. The NVRIC has a liaison partnership with more than 15 Local, State and Federal law enforcement agencies in the Northern Virginia and larger National Capital Region.

The NVRIC also consists of six additional intelligence analysts that comprise the NVRIC fusion center support network. The analyst's expertise ranges from counterterrorism, to Critical Infrastructure (CIKR) to social media and cyber intelligence. The analysts are also cross trained in traditional tactical analysis support for law enforcement.

The fundamental role of CID/NVRIC is to gather, evaluate, analyze and disseminate information and intelligence data regarding criminal and terrorist activity in the Northern Virginia area while following Fair Information Practices to ensure the rights and privacy of individuals and organizations. The main customers of the CID/NVRIC are law enforcement, other emergency first responders, critical infrastructure partners and other private sector partners on a need to know basis.

- Review all reports forwarded by law enforcement, Fire/EMS, the Intelligence Community (IC), tips from concerned citizens and the private sector.
- Case follow-up of selected reports of individuals or events indicative of terrorist acts (domestic or international) or pre-operational planning (as defined by the SARS-NSI), criminal cases, cases involving threats to law enforcement or other first responders or public servants.
- Provide assistance to the Department, other law enforcement entities, partners in the Intelligence Community (IC) or private sector on a need to know basis.
- De-conflict cases with other agencies throughout the National Capital Region (NCR)
- Provide educational support / training for Intelligence Liaison Officers (ILOs) and other law enforcement, first responders and private sector partners with a need to know
- Departmental liaison to federal, state, local agencies throughout the NCR.

Police Department

- Dissemination of multiple products on a daily, weekly and monthly basis. These products include but are not limited to all Officer Safety Alerts, Situational Awareness Bulletins, pass through bulletins from other departments and agencies, Officer Safety Alerts, weekly Need to Know bulletins, Front Line products, Suspicious Activity Reporting (SAR) Monthly, joint SAR product with other fusion centers in the NCR. Ad-hoc intelligence products. joint intelligence products and daily Requests for Information (RFI)
- Maintain call-out roster for DPSC of CID-Intel Supervisor and detectives for after-hours response to suspicious activity, potential terrorist or threat activity when requested by patrol supervisors, duty officers, etc.
- Respond to aforementioned incidents and assist with interviews and on-scene investigation at the direction of the investigative authority.
- Conduct weekly and monthly analyst and detective meetings for the Northern Virginia Area of Responsibility (AOR)
- Conduct formal case follow-up on any case referred to the CID/NVRIC with the approval of the CID/NVRIC supervisor.
- Maintain database of active cases and purging the information in accordance with Federal Privacy Code 28-CFR-23
- Coordinate investigations, enforcement operations, and intelligence sharing with members of the FBI-WFO Joint Terrorism Task Force (JTTF)
- Provide constant outreach and foster relationships and liaison with all partners at all levels of law enforcement and private partners with a need to know

The Criminal Intelligence Unit utilizes undercover operations to attempt to infiltrate and disrupt criminal networks and develop criminal intelligence.

Benefits

Utilizing Virginia State Code of 1950, as amended, 18.2-46.1, and all other related criminal street gang codes allows the Police Department's GIU to proactively gather intelligence and conduct criminal investigations involving approximately 2,000 active street gang members in the County of Fairfax. This effort has stopped a large number of gang related murders, abductions, malicious woundings, sex crimes, and helped solve the cases that were committed successfully by the street gangs.

Each year, individual gang detectives have an active case load of approximately 90 criminal or intelligence cases that require follow up and specialized knowledge gained through training and experience in dealing with the criminal street gang element. In 2014 alone, 7 of the 10 homicides in Fairfax County were gang related and/or motivated. These gang crimes are solved in large part due to the intelligence gathered by the Gang Unit.

Although comprised of two relatively small units, NVRIC and CIU detectives both disrupt and mitigate potential terrorist acts, threats to public safety and the general public and attempt to infiltrate more covert criminal activity by trying to proactively attack the networks. Some of these cases develop into classified cases adopted by Federal law enforcement agencies and develop into complex cases lasting years so the outcomes aren't always available and difficult to quantify by number.

Police Department

Mandates

The GIU is responsible for investigating and assisting in the investigation of numerous crimes that gang members commit to include:

Virginia Code § 18.2-46.1 (2014)

As used in this article unless the context requires otherwise or it is otherwise provided: "Act of violence" means those felony offenses described in subsection A of § 19.2-297.1. "Criminal street gang" means any ongoing organization, association, or group of three or more persons, whether formal or informal, (i) which has as one of its primary objectives or activities the commission of one or more criminal activities; (ii) which has an identifiable name or identifying sign or symbol; and (iii) whose members individually or collectively have engaged in the commission of, attempt to commit, conspiracy to commit, or solicitation of two or more predicate criminal acts, at least one of which is an act of violence, provided such acts were not part of a common act or transaction. "Predicate criminal act" means (i) an act of violence; (ii) any violation of § 18.2-31, 18.2-42, 18.2-46.3, 18.2-51, 18.2-51.1, 18.2-51.2, 18.2-51.3, 18.2-51.6, 18.2-52, 18.2-52.1, 18.2-53, 18.2-53.1, 18.2-55, 18.2-56.1, 18.2-57, 18.2-57.2, 18.2-59, 18.2-83, 18.2-89, 18.2-90, 18.2-95, 18.2-108.1, 18.2-121, 18.2-127, 18.2-128, 18.2-137, 18.2-138, 18.2-146, 18.2-147, 18.2-248.01, 18.2-248.03, 18.2-255, 18.2-255.2, 18.2-279, 18.2-282.1, 18.2-286.1, 18.2-287.4, 18.2-289, 18.2-300, 18.2-308.1, 18.2-308.2, 18.2-308.2:01, 18.2-308.4, 18.2-355, 18.2-356, or 18.2-357; (iii) a felony violation of § 18.2-60.3; (iv) a felony violation of § 18.2-248 or of 18.2-248.1 or a conspiracy to commit a felony violation of § 18.2-248 or 18.2-248.1; (v) any violation of a local ordinance adopted pursuant to § 15.2-1812.2; or (vi) any substantially similar offense under the laws of another state or territory of the United States, the District of Columbia, or the United States.

Trends and Challenges

The number of gang related crimes and violence is growing in the County. Organized gang violence and gang motivated crime continues to be identified as one of the major worries in the National Capital Region as identified in the 2015 CIE report by the Major Cities Chief and Sherriff's Office.

The 5 year Public Safety Staffing Plan requested that a Crime Analyst position be added to the Gang Investigations Unit. As of now, the Gang Investigations Unit is under staffed, having only 9 detectives out of a total of 12 detective positions authorized by the Board of Supervisors.

With regards to combating terrorism and general criminal activity, the cycle of ever changing technology will require flexibility and ever adapting conditions to combat crime and terrorism. Virtually every case investigated by CID involves both social media and use of computer devices in the form of phones, computers and tablets.

The use of technology in modern crimes and the court decisions surrounding this technology is rapid and ever changing. This trend is not anticipated to change anytime in the near future. As such, successful law enforcement will require inherent flexibility and adaptability in investigative practices to remain effective.

The level of expertise and constant education and training required to maintain competency and efficiency with this these advances is very demanding

For the past three years, three CID / NVRIC detectives have been assigned to investigate approximately 100 cases each annually with regard to potential terrorist acts or criminal threats to first responders and public officials. The fourth detective is assigned to FBI-JTTF so their attention and efforts are directed more towards terrorism abatement throughout the National Capital Region (NCR) Three detectives covering all cases involving threats and terrorism for a County of over one million poses quite a challenge, especially in the case of a complex, multi-faceted event.

Police Department

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #205: Criminal Intelligence Division, Gang Unit			
FUNDING			
Expenditures:			
Compensation	\$1,558,241	\$1,444,762	\$2,858,382
Operating Expenses	45,483	213,599	58,812
Total Expenditures	\$1,603,724	\$1,658,361	\$2,917,194
General Fund Revenue	\$94,112	\$31,988	\$0
Net Cost/(Savings) to General Fund	\$1,509,612	\$1,626,373	\$2,917,194
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	16 / 16	31 / 31	33 / 33
Total Positions	16 / 16	31 / 31	33 / 33

Metrics

Metric Indicator	CY 2013 Actual	CY 2014 Actual	CY 2015 Estimate	CY 2016 Estimate	CY 2017 Estimate
Gang Related Homicides	0	7	12	12	12
Gang Related Rapes	2	2	3	3	3
Gang Related Robberies	13	22	29	29	29
Gang Related Abductions	0	9	3	5	5
Gang Related Burglaries	8	12	7	7	7
Gang Related Arsons	0	1	1	1	1
Gang Related Mob Assaults	9	7	3	3	3
Gang Related Malicious Woundings	24	26	17	22	22
Gang Related Assaults	68	81	96	96	96
Gang Related Weapons Violations	7	18	19	19	19
Gang Related Sexual Assaults	5	2	4	4	4
Gang Related Stolen Autos	8	7	7	7	7
Gang Related Drug Cases	84	73	70	70	70
Gang Related Larcenies	83	48	50	50	50
Gang Related Graffiti/Destruction of Property	93	105	72	72	72
Other Gang Related Crimes	169	261	226	226	226
Annual Number of Requests for Information (RFIs)	1,032	864	1,125	1,125	1,125
Annual Number of Cases Developed/Investigated	266	225	715	715	715

The Gang Investigations Unit provides intelligence gathering and investigative support to the entire Fairfax County Police Department and all surrounding jurisdictions that request assistance.

Police Department

Grant Support

FY 2016 Grant Total Funding: Federal funding of \$1,091,584 supports the Criminal Intelligence Division LOB. There are no positions and no Local Cash Match is associated with this grant.

The Urban Area Security Initiative (UASI) grant program is funded by the U.S. Department of Homeland Security through the D.C. Homeland Security and Emergency Management Agency as the State Administrative Agency. The UASI Program assists high-threat, high-density urban areas in efforts to build and sustain the capabilities necessary to prevent, protect against, mitigate, respond to, and recover from acts of terrorism. The UASI program is intended to provide financial assistance to address the unique multi-discipline planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas, and to assist these areas in building and sustaining capabilities to prevent, protect against, mitigate, respond to, and recover from threats or acts of terrorism using the Whole Community approach. Fairfax County, located within the National Capital Region, is designated as one of the top 10 Tier One areas, which makes it one of the regions in the Country most at risk of suffering a terrorist attack.

Grant funding specifically supports contract analysts to increase Fusion Center and National Capital Region public safety partners' ability to collaborate, collect, analyze, share, and disseminate intelligence and investigative information in a timely and actionable manner.

Police Department

LOB #206:

INVESTIGATIVE SUPPORT DIVISION

Purpose

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. The Investigative Support Division is comprised of the Crime Scene Section (CSS), Northern Virginia Regional Identification System (NOVARIS), Electronic Surveillance Section, and the future DNA Laboratory.

Description

To initiate and conduct thorough investigations of all major crimes including murder, rape, robbery, aggravated assault, motor vehicle theft, financial crimes, fugitives from justice, cases involving children in need of services, controlled substance violations, and vice crimes, leading to the arrest and conviction of the persons responsible for those crimes in order to reduce the future occurrence and mitigate the effects of those activities, and thereby protect the community from their activities.

Benefits

To protect persons and property by providing essential law enforcement and public safety services through investigations, while promoting involvement, stability, and order through service assistance.

Mandates

ISD is responsible for the investigation of selected laws of the Code of Virginia and Fairfax County Code.

Trends and Challenges

The amount of time spent on more increasingly complex cases and the workload per detective continues to be a challenge. The number of detectives in the unit has remained the same for many years even though the population of the County continues to grow and the need for investigative support services has grown.

Police Department

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #206: Investigative Support Division			
FUNDING			
Expenditures:			
Compensation	\$2,460,086	\$2,168,464	\$2,302,526
Operating Expenses	212,236	172,357	250,886
Capital Equipment	0	53,998	0
Total Expenditures	\$2,672,322	\$2,394,819	\$2,553,412
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$2,672,322	\$2,394,819	\$2,553,412
POSITIONS			
<i>Authorized Positions/Full-Time Equivalents (FTEs)</i>			
Positions:			
Regular	23 / 23	20 / 20	20 / 20
Total Positions	23 / 23	20 / 20	20 / 20

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
ISD-CSS Call Outs	NA	NA	559	670	670
Hours Spent at Scenes	NA	NA	1,698	2,163	2,163
Hours Spent Post Scene	NA	NA	1,421	1,989	1,989
Number of Evidence Items Collected	NA	NA	1,633	2,300	2,300
Cases worked by Detectives	NA	NA	543	758	758
Total Hours Spent on Cases	NA	NA	6,197	7,746	7,746
Day Shift Calls	NA	NA	157	196	196
Evening Calls	NA	NA	116	145	145
Autopsies	NA	NA	42	58	58
Hours on Search Warrants	NA	NA	45	61	61

This Division provides investigative support for the Department and other law enforcement agencies, including federal, state, and local, and protects the public. Detectives from the Investigative Support Division respond to call outs from the Major Crimes Division as well as requests from patrol. Detectives investigate major crimes to include homicide, rape, and robbery as well as other criminal acts at the request of patrol and station based criminal investigation sections.

Police Department

LOB #207:

NOVARIS

Purpose

The Northern Virginia Regional Identification System (NOVARIS), an automated fingerprint identification system (AFIS), was created in 1983 for use by the cities of Alexandria, Fairfax, and Falls Church, and the counties of Arlington, Fairfax (including the towns of Herndon and Vienna), Prince William, and later by Loudoun. In 1984, NOVARIS connected with the Metropolitan Police AFIS (DCAFIS), as well as an AFIS shared by Montgomery and Prince George's County Police (RAFIS), allowing all agencies to share arrest and evidence data.

NOVARIS is used to compare evidentiary latent fingerprints and rolled fingerprint impressions taken from unidentified persons to other fingerprint images stored in the database and generate potential matches for final confirmation by an examiner. Before NOVARIS, such efficient searches were practically impossible. While a skilled examiner could manually search approximately 100 fingerprints per hour, NOVARIS can search approximately 1.3 million fingerprints per hour. As of the fall of 2011, NOVARIS examiners made 4,171 identifications since the system became operational.

In FY 2007, system enhancements not only improved fingerprint identification capabilities, but also provided palm print identification and facial recognition capabilities. In late 2007, the first version of Mobile AFIS was implemented, allowing officers to use handheld devices to query the three AFIS systems to identify people in the field. The next generation of Mobile AFIS has since been designed, reducing costs, improving overall system response, and leveraging existing resources available to every officer in the region, such as cruiser laptops and communication systems.

Description

Fairfax County is responsible for the financial management of NOVARIS which is supported by annual contributions from participating jurisdictions. The contributions support system maintenance, equipment, operating supplies, telecommunications, and training, employee salaries are paid separately by each participating jurisdiction. Cost sharing is determined by a formula based on citizen population, police population, and proportion of each participating jurisdiction's equipment usage within the system.

Beginning in 2006, NOVARIS, DCAFIS and RAFIS operating costs such as AFIS equipment, maintenance and training previously supported by local revenue have been funded through a Federal Urban Areas Security Initiative (UASI) grant administered by Fairfax County. Consequently, contributions were greatly reduced and currently support only training and minor operating expenses. Grant monies have funded significant upgrades, equipment and training that would not have been realized through usual and customary fund contributions.

Benefits

Automated Fingerprint Identification System: AFIS allows for rapid search of latent fingerprints from crime scenes against the 1.5 million record databases, which includes two additional AFIS sites, to identify suspects in crimes. The turnaround time for these responses is very rapid and has allowed departments to maintain or reduce their latent examiner staffing even though the population and amount of evidence to be processed has increased.

Police Department

Mugshot system: The mug shot system, working in concert with the AFIS LiveScan automated booking process, has provided the ability for the officer, detectives, analysts, and fusion centers to quickly search and review arrest bookings. This system is updated within moments of submission providing a platform for facial recognition with current data. Through the use of facial recognition software, photos or even composite sketches of suspects can be searched against the mug shot database, photos of arrested persons taken at time of arrest, to identify the suspects in a crime. Mug shot, similar to AFIS, consists of four database systems in the region with cross search capabilities allowing users the ability to search the region quickly and efficiently.

Mobile AFIS is a handheld device taken into the field by police and deputies to positively identify subjects they come into contact with on the street. Identification is possible within five seconds if the individual has a previous arrest record in the system.

Mandates

This Line of Business is not mandated.

Trends and Challenges

NOVARIS has become a model for other systems in the U.S. regarding the interoperability and dedication to the mission. Given continued federal funding, NOVARIS and the National Capital Region will continue to help push the technology in a productive manor for the benefit of law enforcement.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #207: NOVARIS			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$523,660	\$492,602	\$619,082
Operating Expenses	17,444	19,829	15,434
Total Expenditures	\$541,104	\$512,431	\$634,516
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$541,104	\$512,431	\$634,516
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	7/7	7/7	7/7
Total Positions	7/7	7/7	7/7

Police Department

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
LiveScans	NA	NA	22,000	25,000	30,000
Fingerprint Comparisons	NA	NA	1,500	1,700	2,000
Mobile AFIS Identification Searches	NA	NA	1,101	2,000	2,500

The Fairfax office anticipates processing approximately 30,000 LiveScan transactions per year with ten respondents per case which requires the examiner to evaluate and compare the arrest fingerprint card with ten latent respondents. Divided among the four examiners in the office, each examiner compares approximately 7,500 LiveScan cases per year with 10 latent fingerprint cases. Recent changes in the Sheriff's Office have added an additional palm print to each LiveScan case adding an additional 10 palm prints to compare with each transaction.

Additional to the review of automated case work, each examiner must evaluate and search latent prints submitted from officers investigating crime scenes. The Fairfax office of NOVARIS receives approximately 130 latent cases per month each requiring evaluation, entry and comparison of search results. Each case can range from minutes to hours and days depending on the amount of evidence and nature of the case submitted by the investigator. Current case priority is based on the severity of the case and if there are suspects.

Recent improvements to the automation of latent entry has contributed to the efficiency of the operation in NOVARIS which has also led to nearly three identifications per day on average while maintaining reasonable control over increasing caseloads.

The use of the Mobile AFIS identification tool has provided near instant ID to suspects at the first point of contact by law enforcement. The device has been used in the NOVARIS region approximately 1,500 times since January 2015 with hits more than 50 percent of the time. Identification from the return search provides the officer with information to make a better decision at the first point of contact.

Grant Support

FY 2016 Grant Total Funding: Federal funding of \$2,000,000 supports the NOVARIS LOB. There are no positions and no Local Cash Match is associated with this grant.

The Urban Area Security Initiative (UASI) grant program is funded by the U.S. Department of Homeland Security through the D.C. Homeland Security and Emergency Management Agency as the State Administrative Agency. The UASI Program assists high-threat, high-density urban areas in efforts to build and sustain the capabilities necessary to prevent, protect against, mitigate, respond to, and recover from acts of terrorism. The UASI program is intended to provide financial assistance to address the unique multi-discipline planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas, and to assist these areas in building and sustaining capabilities to prevent, protect against, mitigate, respond to, and recover from threats or acts of terrorism using the Whole Community approach. Fairfax County, located within the National Capital Region, is designated as one of the top 10 Tier One areas, which makes it one of the regions in the Country most at risk of suffering a terrorist attack.

Grant funding specifically supports the Police Department NOVARIS section to ensure National Capital Region partners can communicate and share necessary, appropriate law enforcement data in all environments and on a day-to-day basis.

Police Department

LOB #208:

PATROL

Purpose

Patrol Bureau 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 investigating other miscellaneous complaints as required by the public. Traffic issues also remain a focal point of the Department's efforts and services including traffic enforcement, direction of traffic, crash investigation, enforcement surveys, and specialized enforcement occur on a continuous basis.

Description

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 Staff Duty Officers and Police Liaison Commanders. Division II contains the McLean and Mason District Stations, Youth Services Division, School Liaison Commander and the Field Training Coordinator. Division III includes the Mount Vernon, Franconia, and West Springfield District Stations, the Citizens Reporting Unit, Court Liaison Section, County Code Compliance Team, and the Civil Disturbance Unit.

Benefits

Patrol Bureau's district stations are divided into Police Service Areas (PSA) to provide the community 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. Each patrol area is staffed with a police patrol officer on a 24-hour basis. These officers are responsible for providing preventative proactive 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. Working together with the community and partnering with other resources within the County, 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 at least one detective dedicated to the complex issues involving domestic violence.

Each district station has a Crime Analyst assigned to work at their location. The Crime Analyst is responsible for providing analytical support to all station personnel through the dissemination of timely intelligence on crime patterns and trends, support in the planning and deployment of resources for the prevention and suppression of criminal activities and investigative support toward the closure and prosecution of criminal cases. 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.

Police Department

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 Compliance Team operates under the Division III Patrol Bureau Major. This Commander coordinates Police Department resources and response with the other County agencies assigned to the Code Compliance 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, 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) 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 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.

Police Department

All services in Patrol Bureau are provided directly by county employees, sworn and non-sworn, through the district stations, and associated programs to enhance the delivery of services. 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.

Mandates

The Patrol Bureau is responsible for enforcement of selected laws of the Code of Virginia and Fairfax County Code.

Trends and Challenges

Patrol Bureau is in critical need of additional staffing, to include officers, supervisors and commanders. The FY 2016 – FY 2020 Public Safety Staffing Plan identifies the urgent need for an additional Patrol Area in each district station (except McLean Station). Staffing one additional Patrol Area per district station will require 42 additional officers to provide coverage for the new patrol areas. The additional Patrol Areas are needed as current Patrol Areas have exceeded their capacity of 6,000 Calls for Service (CFS) on an annual basis.

The Police Executive Research Forum (PERF) recently completed a review of the Police Departments use of force training and related policies and procedures. PERF's review has also found that Patrol Bureau is in critical need of additional supervisors and commanders. The review proposes seventy-one enhancement recommendations. Among the recommendations is the call for additional supervision and command of officers and police incidents.

PERF Recommendations and Solutions

PERF recommendation # 6

*“Police executives, mental health experts, and others discussed best practices for de-escalation of encounters. Strategies include the following: “Slowing the situation down” by stepping back and calling for assistance, and especially **getting a police supervisor to the scene.**”*

Currently, supervisors are not dispatched to any calls for service incidents. The majority of the supervisors' time is spent completing administrative duties such as evaluations, IA case management, reviewing paperwork, scheduling squad training, community meetings, managing citizen complaints and handling squad personnel issues. The sum of these duties reduce the time supervisors are actually on the street available to assist officers and conduct scene management. As a result, the following supervisor and commander positions and recommendations are required.

- Mandate a supervisor response to certain calls for service – this will be determined by a workgroup comprised of current supervisors, commanders to include a duty officer and a PLC. A comprehensive list of calls for service (events) will be established requiring a mandatory supervisor dispatch and response.
- Recommend adding 2 corporals to each squad to perform as field operations specialist in a quasi-supervisory role.
- Recommend creating a 24/7 watch commander position in each district station.

Police Department

Currently the Department has one Second Lieutenant and one Sergeant running a squad but there is no requirement that both supervisors be present working. More often than not a lone supervisor is left to manage a squad. The officer to supervisor ratio is typically 1 supervisor to 12 -15 officers. Combined with the current administrative duties present there are substantial challenges in providing proper police supervision.

- Recommend adopting proposed shift configuration. It would provide appropriate levels of supervision and field operation expertise. The proposed corporals would be defined as quasi-supervisory with their main mission being operational response management. They would receive mandatory training in both supervisory skills and operational scene management. These positions would have limited administrative responsibilities with their main responsibility being operational response and scene management.
- Recommend Supervisory minimum staffing, consisting of one sergeant and at least one corporal at all times.
- Currently the Department does not have 24/7 command coverage. The Department has a station commander and assistant commander that work normal business hours and there is no command coverage during the weekends, holidays, or during the evening and night time hours. There is 1 duty officer (Captain) that has overall authority for the 8 district stations (population over 1 million and 399 sq miles). In light of the fact that each district station is larger than 98 percent of all of the police departments in the Country, this lack of command coverage is unacceptable.
- Recommend adopting the proposed shift configuration which creates a watch commander position in each district station. This position would be entry level command position and would work the 12 hour duty officer shift. This would be the POC for all citizen complaints and would handle a mix of administrative duties as well as scene/asset management.
- Implementing the watch commander position would provide 24/7 command coverage as filling this role should be mandatory.

PERF recommendation # 17 – Better review of use of force reports. (page 47)

“Supervisors and commanders must not only read and review these reports, but also must question report writers when they see inconsistent statements or generic, boilerplate language in these reports. Furthermore, supervisors should be required to review any available video or audio recordings and seek out any possible witnesses to the incident for verification of facts.”

The demand placed on first line supervisors does not allow for a robust and thorough review of use of force cases.

- Recommendation - reducing the span of control and implementing the watch commander position will allow more stringent and thorough reviews of all use of force cases. Advanced technology has created more investigative layers that take longer to be review (in-car video, audio recordings etc). The proposed command structure will provide a better span of control that will allow for more thorough review of use of force cases as well as all citizen complaints. Recommend that watch commander handle all use of force cases as well as all citizen complaints.

Police Department

PERF recommendation # 19 – Reporting use of force

*“...it is important for the FCPD to recognize that **the on-duty supervisor (typically a sergeant) plays a critical role, not only in ensuring that the use of less-lethal force is properly reported after the fact, but also in responding to any high-risk incident in which injury or the complaint of injury is possible.** Based on information provided by the responding officers and dispatchers, the sergeant should attempt to get to all high-risk scenes as quickly as possible in an attempt to “slow the situation down” and look for opportunities to de-escalate as much as possible.”*

“...the supervisor shall respond to the scene of any use-of-force incident where injury or the complaint of injury results.”

These are examples of where supervisors need to respond and take action. Many times the supervisors are working by themselves and it is unreasonable to expect the supervisor to effectively handle multiple incidents and actively supervisor between 10-15 officers. NIMS/ICS standards and national best practices recommend a supervisory ratio of 5-7 officers per supervisor.

The proposed command structure would align with the National Incident Management System (NIMS)/Incident Command System (ICS) and national best practices. PERF recommends a substantial increase in training that would necessitate a proportional increase in the academy staff and the recommendation to create a “relief/floating squad” so that patrol squads can train (as a unit) at least 3 to 4 times per year.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #208: Patrol			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$89,538,619	\$87,940,808	\$92,167,948
Operating Expenses	360,181	337,801	372,406
Work Performed for Others	(173,044)	(194,450)	(145,029)
Capital Equipment	0	136,806	0
Total Expenditures	\$89,725,756	\$88,220,965	\$92,395,325
General Fund Revenue	\$283,017	\$167,414	\$0
Net Cost/(Savings) to General Fund	\$89,442,739	\$88,053,551	\$92,395,325
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	1084 / 1084	1059 / 1059	1062 / 1062
Total Positions	1084 / 1084	1059 / 1059	1062 / 1062

Police Department

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Arson Offenses Reported	62	31	32	40	40
Arson Offenses Cleared	12	10	9	10	10
Assault Offenses Reported	6,839	6,660	6,532	6,677	6,677
Assault Offenses Cleared	4,492	4,317	4,047	4,285	4,285
Bribery Offenses Reported	2	2	3	3	3
Bribery Offenses Cleared	2	1	3	3	3
Burglary/Breaking and Entering Offenses Reported	1,080	921	944	982	982
Burglary/Breaking and Entering Offenses Cleared	450	349	322	374	374
Counterfeiting/Forgery Offenses Reported	402	422	543	456	456
Counterfeiting/Forgery Offenses Cleared	257	228	209	231	231
Destruction/Damage/Vandalism of Property Offenses Reported	6,834	6,298	5,358	6,163	6,163
Destruction/Damage/Vandalism of Property Offenses Cleared	1,093	893	760	915	915
Drug/Narcotic Offenses Reported	5,243	4,464	4,507	4,738	4,738
Drug/Narcotic Offenses Cleared	4,147	3,612	3,514	3,758	3,758
Embezzlement Offenses Reported	300	304	305	303	303
Embezzlement Offenses Cleared	254	255	242	250	250
Extortion/Blackmail Offenses Reported	13	19	17	16	16
Extortion/Blackmail Offenses Cleared	7	10	4	7	7
Fraud Offenses Reported	2,782	3,366	4,179	3,442	3,442
Fraud Offenses Cleared	506	416	476	466	466
Gambling Offenses Reported	15	14	8	12	12
Gambling Offenses Cleared	9	8	3	7	7
Homicide Offenses Reported	11	11	7	10	10
Homicide Offenses Cleared	9	9	6	8	8
Kidnapping/Abduction Offenses Reported	148	107	115	123	123
Kidnapping/Abduction Offenses Cleared	116	81	98	98	98
Larceny/Theft Offences Reported	13,654	13,015	13,273	13,314	13,314
Larceny/Theft Offences Cleared	4,006	3,827	3,880	3,904	3,904
Motor Vehicle Theft Offenses Reported	792	739	723	751	751
Motor Vehicle Theft Offenses Cleared	256	242	227	242	242
Pornography/Obscene Material Offenses Reported	142	113	120	125	125
Pornography/Obscene Material Offenses Cleared	83	79	79	80	80
Prostitution Offenses Reported	80	162	156	133	133
Prostitution Offenses Cleared	78	154	153	128	128
Robbery Offenses Reported	353	418	411	394	394
Robbery Offenses Cleared	143	168	143	151	151
Sex Offenses, Forcible Reported	332	259	235	275	275
Sex Offenses, Forcible Cleared	187	161	133	160	160

Police Department

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Stolen Property Offenses Reported	73	55	63	64	64
Stolen Property Offenses Cleared	65	45	51	54	54
Weapon Law Violations Reported	498	426	424	449	449
Weapons Law Violations Cleared	309	249	235	264	264

The Fairfax County Police Department collects and releases crime data based on the Virginia State Police's Incident-Based Reporting (IBR) system. This differs from the older Uniform Crime Reporting (UCR) Summary system used in previous years. Offenses previously captured in the UCR Summary statistics were based on a hierarchy rule to determine the "one" primary crime committed whereas IBR data captures each offense committed in a criminal act. The FCPD statistical IBR data is incorporated into the National Incident-Based Reporting System (NIBRS) by the Federal Bureau of Investigation.

The IBR crime reporting system enables law enforcement agencies to collect more comprehensive crime data than statistical figures previously captured in the UCR Summary system. The UCR statistics historically used, were comprised of two parts: Part I captured 8 offenses and arrests; and Part II captured the arrest data of 19 offenses.

The IBR system is comprised of two groups - Group A and Group B. The Group A offenses include 22 categories, involving 46 specific offenses, which includes the most serious criminal cases. The Group B offenses capture arrests made in 11 categories of less serious offenses.

The IBR Group A offenses are further grouped into three distinct categories: Crimes Against Persons; Crimes Against Property; and Crimes Against Society. The reported offenses in the Crimes Against Persons category are calculated based on the number of victims. The offenses in both the Crimes Against Property and Crimes Against Society categories are calculated based on the number of offenses. IBR Offenses captured within these statistics exclude those with a final disposition of unfounded, which allows the most accurate representation of offenses attempted and/or committed within Fairfax County.

The collection of comprehensive crime data in the IBR format enables the Department to share data and collaborate with partnering agencies on nearly every major criminal justice issue in a united effort to reduce crime and build strong families and communities.

Crimes Against Persons

Crimes Against Persons includes five categories of offenses: Assault Offenses, Homicide Offenses, Kidnapping/Abduction, Sex Offenses (Forcible), and Sex Offenses (Non-forcible).

Crimes Against Property

Crimes Against Property includes twelve categories of offenses: Arson, Bribery, Burglary/Breaking and Entering, Counterfeiting/Forgery, Destruction/Damage/Vandalism of Property, Embezzlement, Extortion/Blackmail, Fraud Offenses, Larceny/Theft Offenses, Motor Vehicle Theft, Robbery, and Stolen Property Offenses.

Crimes Against Society

Crimes Against Society includes five categories of offenses: Drug/Narcotic Offenses, Gambling Offenses, Pornography/Obscene Material, Prostitution Offenses, and Weapons Law Violations.

Police Department

LOB #209:

SCHOOL RESOURCE OFFICERS

Purpose

The School Resource Officer program provides a safe environment for Fairfax County Public Schools (FCPS) students and staff of each County high school and middle school. School Resource Officers (SROs) have the responsibility of providing traditional law enforcement services to the schools as needed on a daily basis, in addition to conflict mediation/resolution services and mentoring for students and staff. SROs serve to maintain safety, order and discipline throughout the school environment so as to ensure that no student's right to receive an education is abridged by violence or disruption. They also provide relevant safety education programs to FCPS students.

Description

The SRO program is located in the Youth Services Division of Patrol Bureau. The SROs are an integral part of the school staff and foster safer campuses by assisting in investigations and the removal of disruptive students. The SROs' regular contact with the students develops trusting relationships and prevents youth from becoming involved in gangs and criminal activity. These relationships also aid in developing investigative leads and solving juvenile crimes. They are also responsible for coordinating and overseeing programs to provide security and establish partnerships with the FCPS and the Office of Safety and Security (OSS).

Benefits

The presence of SROs greatly enhances the safety of the County's schools. Patrol officers are often busy with school crossings, court appearances or normal calls, so that they may be unable to respond immediately to calls at the schools. SROs are available to investigate suspicious activity, handle disruptive situations and rapidly respond to any serious incident at a school. The SROs also play a crucial role in preparing for critical school incidents by coordinating lock down drills and active shooter training. In addition, SROs play a vital role in the County's gang prevention efforts. SROs, by working within the schools to they are assigned specifically, decrease the workload for patrol officers on the street and greatly improve the Department's response time and effectiveness at dealing with any critical emergencies at a County school.

The SRO program also increases and strengthens the relationship, coordination and cooperation between the FCPS and County, specifically the FCPD. This enhanced partnership serves to more comprehensively achieve the overall County goals of serving the community as a whole while maintaining a safe place to live and providing a world-class education to the youth of the County via safe and secure schools.

Mandates

The SRO Program and its SROs and Supervisors are part of the Patrol Bureau. The Patrol Bureau is responsible for enforcement of selected laws of the Code of Virginia and Fairfax County Code. It is also essential for Maintaining Safe and Caring Communities, Connecting People and Places, Creating a Culture of Engagement, Public Safety, and Gang Prevention.

Police Department

Trends and Challenges

The greatest challenge facing the future of the SRO program is the number of SROs and Supervisors who oversee them. As the FCPS enrollment continues to grow so will the responsibilities of the average SRO. The FCPS enrollment projections between 2016-2020* are:

- High school enrollments in 2015-2016 (50,543) to (53,942) in 2019-2020; an increase of 3,399 students
- Middle school enrollment projections in 2015-2016 (24,598) grow to (27,383) in 2019-2020; an increase of 2,785 students

The workload of the average SRO will only increase as will the workload of the three supervisors. Each of the three sergeants must supervise, on average, 17 officers.

*[FCPS Adopted Capital Improvement Plan 2016-2020](#) pp. 20-21

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #209: School Resource Officers			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$4,578,389	\$4,604,440	\$4,834,662
Total Expenditures	\$4,578,389	\$4,604,440	\$4,834,662
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$4,578,389	\$4,604,440	\$4,834,662
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	55 / 55	58 / 58	55 / 55
Total Positions	55 / 55	58 / 58	55 / 55

Police Department

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Estimate	FY 2017 Estimate
IBR Events at High Schools Between 7:00 – 5:59	665	606	636	636	636
IBR Events at Middle Schools Between 7:00 – 5:59	342	323	333	333	333
All SRO Incident Reports	1,791	1,764	1,778	1,778	1,778

Looking at metrics for service in the schools can be problematic in that measures of results of the various and numerous cases handled by SROs will vary considerably based on prosecutions (and their resulting final outcomes), diversions and informal counseling via the SROs as well as and in addition to the school's administration actions, both at the local and the division level. Many interactions between SROs and students or SROs and school administration cannot be measured.

However, the metric to examine is that which indicate the number of events and incidents which occur in and around the school that are relegated to the SRO and diverted from the average patrol officer. These calls are not regularly handled by patrol officers in the course of their normal day. The calls handled by SROs at the school allow street officers to be free to handle the regular calls for service that occur each and every day. This is a benefit to the community because it allows for a more timely responses to calls for service. The SROs tend to have a better level of training and understand the rules of the schools and the intricacies of dealing with students as well as the issues they face during, and sometime after, the school day. This benefit is that each middle and high school will generally have a more immediate response (especially in an emergency situation) because of the presence of an assigned, trained and armed officer who has a level of expertise and knowledge about a particular school that may not be found in the average patrol officer.

Police Department

LOB #210:

ANIMAL CONTROL

Purpose

The Animal Control Division 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 Animal Control Division works in coordination with the Animal Shelter. The operational components of the wildlife management programs are also a part of the Animal Control Division.

Description

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 Control services are provided seven days a week, three hundred and sixty five days a year from 6:00 A.M. to 12:30 A.M. An Animal Control Supervisor and an Animal Control Officer are on call to respond to emergency animal cases between the hours of 12:30 A.M. and 6:00 A.M. Community outreach activities occur seven days a week.

Benefits

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 Fairfax County Code; 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 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.

Mandates

This LOB is state mandated. Enforcement of the Virginia Comprehensive Animal Laws, the Code of Virginia, and the Fairfax County Code as they pertain to animal violations.

Police Department

Trends and Challenges

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

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.

Calls for service, bite reports, and wildlife specific incidents have been increasing yearly. However, Animal Control staffing has not increased to handle this influx of investigations and citizen requests for service.

A bond referendum for the construction of a new South County Police Station/Animal Shelter was approved in November 2015. This will require the need to hire more Animal Control Officers to fully staff the facility and provide additional animal services to the citizens of Fairfax County.

Newly passed legislation regarding the tethering of animals will require education and enforcement of this issue by Animal Control Officers.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #210: Animal Control			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$2,978,955	\$3,017,320	\$3,284,390
Operating Expenses	47,285	63,542	23,780
Capital Equipment	5,900	39,198	0
Total Expenditures	\$3,032,140	\$3,120,060	\$3,308,170
General Fund Revenue	\$2,260	\$2,900	\$1,900
Net Cost/(Savings) to General Fund	\$3,029,880	\$3,117,160	\$3,306,270
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	34 / 34	32 / 32	34 / 34
Total Positions	34 / 34	32 / 32	34 / 34

Police Department

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Animal Impoundments	1,183	1,176	1,200	1,200	1,200
Animal Bites	1,645	1,699	1,700	1,700	1,700
Biting Animal not Located	69	67	60	50	50
Sick/Injured Domestic Animal	390	372	400	400	400
Sick/Injured Wildlife	3,354	3,132	3,300	3,300	3,300
Human/Welfare Cases	790	832	900	900	900
Human Charges	51	46	50	50	50
Bite vs. Quarantine Test	96%	96%	95%	96%	96%
Charges on Humane Cases	6.5%	5.5%	4.9%	5.6%	5.6%

Animal Control continues efforts to ensure that Fairfax County residents have the education required to share space with wildlife in an effort to reduce the number of negative human interactions with wildlife.

Police Department

LOB #211:

ANIMAL SHELTER

Purpose

The Fairfax County Animal Shelter is part of the Animal Services Division of the Police Department. The shelter is committed to serving as an animal resource center, engaging the community in humane solutions and providing a safe haven for animals in need. To accomplish its mission and objectives, the shelter works closely with Animal Control. The wildlife biologist and wildlife management programs are also a part of the Animal Shelter Section.

Description

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 strategic focus of the Animal Shelter is to provide improved care, improved programs and improved services that reflect the expectations of the community, the Board of Supervisors, the Animal Services Advisory Commission, the County Executive and the leadership of the Fairfax County Police Department. The shelter has moved beyond providing only “pound” services or simply being a convenient option for disposing of unwanted domestic pets and is working towards becoming an animal resource center providing innovative solutions for the community. The shelter is currently able to state that no animal who is adoptable, treatable or able to be rehabilitated is euthanized for lack of space. The shelter continues to work towards developing the resources to treat and rehabilitate the most challenging companion animals. Adoption and redemption programs, while robust, do not provide a complete solution and the shelter must continue to seek resources for and development of 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 Management Specialist is responsible for the organizing, maintaining, and coordinating of the County’s Deer Management and Canada Geese Programs. Additionally, the Wildlife Management Specialist is responsible for educating and/or coordinating public education/outreach 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.

Benefits

The Fairfax County Animal Shelter provides a safe haven for unwanted, abandoned or displaced pets. The shelter also provides a safe, reliable alternative for families in Fairfax County who cannot continue to care for their pets for a variety of reasons including financial, housing issues, lifestyle changes and medical concerns for both pets and humans.

The Fairfax County Animal Shelter provides resources for County residents who need help managing pets, have concerns or questions about wildlife or who wish to learn about animal-related issues.

Additionally, the shelter houses animals involved in court cases, and provides humane euthanasia for animals who are not safe to be placed in the community and for those whose owners request end of life euthanasia.

Police Department

Mandates

The Animal Shelter as part of Animal Services is mandated by the state of Virginia as part of the enforcement of Virginia Comprehensive Animal Laws, the Code of Virginia and the Fairfax County Code as they pertain to animal violations.

Trends and Challenges

Pet ownership in the United States is on the rise with 65 percent of households now owning pets according to the 2015-2016 American Pet Products Association National Pet Owners Survey. Pets are increasingly considered family members and families are spending more money on the care of their pets. With more pets in homes, and more families wishing to provide a higher standard of care for pets, the challenges to the Fairfax County Animal Shelter are to respond to more families in need and to provide greater resources to help families retain pets, while also providing a higher standard of care for pets in the shelter.

Trends in animal welfare include conducting open, conversation-based adoptions, provide a more enriching environment for pets while in shelter care, reducing length of stay in shelters through innovative marketing and promotions, and providing treatment and rehabilitation for otherwise adoptable animals. Fairfax County residents increasingly expect a higher standard of care for animals and an increased level of professionalism on the part of the staff and volunteers at the shelter.

Both increased adoptions and providing a higher standard of care have created challenges in funding. Vet care costs at the shelter have increased with an increased number of animals served at the shelter. In FY 2016, the first few months have shown a 10 percent increase in spay/ neuter costs while visits from the shelter veterinarian are running approximately 20 percent higher as compared to FY 2015. The existing budget was prepared with the expectation of less animals than are actually served, creating a gap in funding for spay / neuter of each pet prior to adoption and for basic care. In addition, the expectation that the shelter will provide a higher standard of care creates medical expenses for which there is not sufficient budget. Identifying and tapping revenue streams for these services provides a challenge for the shelter staff.

Fairfax County has been identified by national animal welfare experts as consistently employing best practices in animal sheltering. In 2014, Wayne Pacelle, CEO of the Humane Society of the United States, visited the shelter to congratulate staff and volunteers for being the largest County in the United States to achieve a live release rate of over 90 percent in a municipal shelter. Fairfax County Animal Shelter promotions have been featured in the Huffington Post, in Bark Magazine, in Animal Sheltering magazine and nationally on Fox Friends and Family. A study on a Fairfax County foster program conducted by former Outreach and Communications Director, Kristen Auerbach, has been selected for presentation at the Society of Animal Welfare Professionals this fall and in the spring Acting Director Barbara Hutcherson and Volunteer Coordinator Cindy Sbrocco will present on Managing Volunteer Expectations at the national conference of the Humane Society of the United States.

Police Department

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #211: Animal Shelter			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$1,121,836	\$1,435,189	\$1,469,562
Operating Expenses	427,856	515,722	266,785
Total Expenditures	\$1,549,692	\$1,950,911	\$1,736,347
General Fund Revenue	\$1,016,492	\$1,179,402	\$1,136,240
Net Cost/(Savings) to General Fund	\$533,200	\$771,509	\$600,107
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	27 / 27	31 / 31	32 / 32
Total Positions	27 / 27	31 / 31	32 / 32

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Adoptions	1,371	2,271	2,646	3,042	3,498
Redemptions	1,289	1,250	1,191	1,200	1,200
Transfer Out	556	320	197	160	160
Live Release Rate (adoptions plus transfers minus owner requested euthanasias)	92.0%	95.0%	96.0%	97.0%	98.0%

The Animal Shelter has continued efforts to maintain a positive release rate for housed animals, reflected as the percentage of animals adopted, redeemed or transferred to other facilities, and reduce the need for euthanasia. Through effective partnerships to promote the fostering of housed animals, a comprehensive public information campaign, and a strong volunteer program, the shelter has been able to increase the positive release rate in recent years.

Police Department

LOB #212:

OPERATIONS SUPPORT / TRAFFIC DIVISION

Purpose

The Office of the Operations Support Bureau (OSB) Commander consists of one Police Major and one Administrative Assistant III. The OSB Commander oversees the Traffic Division, Helicopter Division, and the Special Operations Division. The OSB Commander relieves the Patrol Duty Officer as Incident Commander on critical incidents such as barricades, hostage barricades, and EOD events. The Administrative Assistant III supports the OSB Commander, along with the Helicopter Division and Special Operations Division, as both divisions do not have an Administrative Assistant, and is responsible for coordinating all building work orders.

The Traffic Division encompasses the Traffic Safety Section, Alcohol Testing Unit, Motor Section, Motor Carrier Safety Section, Crash Reconstruction Unit, Auxiliary Police, Volunteers in Police Service (VIPS), Impound Section, Parking Enforcement Section, Honor Guard, DWI Coordinator, Crime Analyst, and Virginia Department of Transportation 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 providing educational services in highway safety to the community.

Description

The Traffic Division provides services throughout all of Fairfax County. The Traffic Safety Section coordinates the agency's participation in all regional and Departmental traffic enforcement programs. This section develops 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. Officers 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, manage crash scenes, and provide crowd and perimeter control at major incidents and special events.

The Motor Carrier Safety Section inspects trucks for compliance with Federal Motor Carrier Safety Regulations. Commercial trucks can be inspected by these specially certified officers at any time for compliance. Officers conduct roadside equipment checks of intrastate trucks, to include compliance of state maximum weight requirements, and issue citations and remove trucks from service as necessary.

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. The unit also provides investigative assistance to the Criminal Investigations Bureau, the Internal Affairs Bureau, Patrol Bureau, OSHA, and other County transportation agencies. In addition, the unit responds on all County vehicles involved in a pedestrian accident to ensure complete documentation. 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 community 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.

Police Department

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. This section tows 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 school crossings, major incidents or large events.

The Honor Guard represents the department at official events such as Board of Supervisors Meetings, Academy Graduation, Police Funerals, Promotions and Awards, and other public functions as directed. This is a non-standing unit of 44 officers.

Benefits

Fairfax County now has a population over one million with the daytime workforce population being even higher. Growth throughout the County has continued and roadway improvements have struggled to keep up. With limited mass transit in the County most people commute by private vehicle. In a 2014 survey there were 805,585 licensed drivers residing in Fairfax County. These drivers were involved in 13,680 DMV reported vehicle crashes in 2014 which is by far the greatest number in Virginia. The Fairfax County Police Department handled an additional 15,269 non-reportable DMV crashes in 2014. All of these factors drive the calls for service of the Traffic Division. The division strives to reduce these numbers through both enforcement and education and has seen declines in crashes resulting in injury within Fairfax County.

Mandates

The Traffic Division is responsible for enforcement of selected laws of the Code of Virginia and Fairfax County Code.

The Motor Carrier Safety Section is mandated by both state and County code and the Code of Federal Regulations (CFR). Citation: Virginia Code § 46.2-1001 - Vehicles inspected by law enforcement officers and found of defects must be issued a 90 day sticker.

The Crash Reconstruction Unit is mandated on fatal vehicle crashes to report to VA DMV a File 41death report.

The Alcohol Testing Unit is mandated by Virginia code. Virginia Code §§ 18.2-267(B) and 18.2-268.1 Citation: The Department of General Services, Division of Forensic Science, shall determine the proper method and equipment to be used in analyzing breath samples taken pursuant to this section and shall advise the respective police and sheriff's departments of the same.

Trends and Challenges

A recent traffic survey conducted by Texas A&M of behalf of U.S. Department of Transportation determined that the Washington area is now number one in the nation in the amount of time drivers lose sitting in traffic. Future major traffic improvements will include I66 and continued expansion of the Metro silver line. Both of these projects will change traffic flow during the construction phase as more vehicle use secondary roads in the County to avoid the construction. This will prove a challenge as both congestion and accidents may increase in these areas as feeder roads have a higher crash rate than interstates.

The number of overall crashes and DWI arrest have declined which mirrors national trends. DWI arrests are time consuming for the involved officer and take approximately four hours to complete. Staff are investigating grant funding for a dedicated DWI patrol squad to increase DWI arrests and hopefully decrease DWI accidents.

Driver inattention has steadily increased over the past decade as portable technology has become more prevalent. The National Highway Traffic Safety Administration (NHTSA) has conducted a study that

Police Department

determined 80 percent of accidents are caused by driver inattention. Laws have lagged behind this technology and existing laws are a challenge to enforce.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #212: Operations Support / Traffic Division			
FUNDING			
Expenditures:			
Compensation	\$6,439,601	\$6,322,288	\$6,746,738
Operating Expenses	114,344	133,556	101,988
Total Expenditures	\$6,553,945	\$6,455,844	\$6,848,726
General Fund Revenue	\$903,634	\$838,290	\$0
Net Cost/(Savings) to General Fund	\$5,650,311	\$5,617,554	\$6,848,726
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
Positions:			
Regular	70 / 70	70 / 70	70 / 70
Total Positions	70 / 70	70 / 70	70 / 70

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
DWI Arrests (Department Total)	2,724	2,677	2,138	2,306	2,461
Alcohol-Related Crashes	638	574	526	546	571
Motor Carrier Safety Section - Unsafe commercial motor vehicles (Trucks)	420	272	206	303	309
Motor Carrier Safety Section - Unsafe commercial motor vehicles (Trailers)	75	43	30	46	49
Number of cases investigated by members of the Crash Reconstruction Unit	54	60	42	57	59
Number of citations issued by the Motor Squad	26,394	26,529	22,098	24,951	26,271
Number of public events/displays the Traffic Division's motor squad participated in	356	246	205	280	292
Number of public events/displays the Honor Guards participated in	64	75	69	72	76
Number of tests performed by members of the Alcohol Testing Unit	1,404	880	558	703	669
Total number of parking citations issued by the Parking Enforcement Section per calendar year	24,555	30,284	19,920	25,312	28,913

Police Department

The OSB Commander supervises the Traffic Division, Helicopter Division and Special Operations Division and thus any metric would be tied to the metrics of those three divisions.

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

One metric for overall effectiveness is looking at DWI arrests and Alcohol Related Crashes. The number of these events have declined in recent years based on the Department's efforts. As previously noted, staff are investigating grant funding for a dedicated DWI patrol squad to increase DWI arrests and hopefully decrease DWI accidents.

A member of the Crash Reconstruction Unit must respond on every motor vehicle crash which results in a fatality or predicted fatality. Additionally, members of the Crash Reconstruction Unit are tasked with investigating serious injury crashes and other crash scenes of an unusual or complicated nature when requested by the Staff Duty Officer.

Officers assigned to the Motor Squad are tasked with identifying and enforcing violations regarding motor vehicles. Many of these violations are known to contribute to motor vehicle crashes resulting in injury or death. Others violations are related to occupant protection and vehicle safety.

A goal of the Traffic Division's Motor Squad and Traffic Safety Section is public outreach, with numerous tours, parades, public displays, funeral escorts conducted each year.

Members of the Alcohol Testing Unit are responsible for conducting breath, or blood tests, on individuals arrested for Driving While Intoxicated, or Driving Under the Influence of Drugs.

Auxiliary Police Officers, (APO's) and Volunteers in Police Service, (VIPS) are invaluable programs. Members of the APO/VIPS programs perform numerous hours of service each year, at no cost to the County, while freeing up paid officers to perform other necessary tasks.

The Parking Enforcement Section is responsible for enforcing parking laws and impounding scofflaw vehicles at the direction of the Department of Tax Administration.

Police Department

Grant Support

FY 2016 Grant Total Funding: Funding of \$2,503,233, including \$552,436 in Local Cash Match and 9/9.0 FTE positions supports the Operations Support/Traffic Division LOB.

DWI Enforcement Grant - \$2,209,753, including \$552,436 in Local Cash Match and 9/9.0 FTE positions

The Virginia Department of Motor Vehicles (DMV) utilizing Federal Pass Through funding from the National Highway Safety Administration recently awarded the County the Driving While Intoxicated Enforcement Initiative Grant. Funding will support 9/9.0 FTE police officer positions and Operating Expenses associated with each officer (e.g. cost of vehicle, uniform, equipment, radio). There is a 25 percent Local Cash Match requirement.

The program provides federal funding to support enforcement of DWI laws in the Commonwealth of Virginia. The FCPD was approached by DMV and asked if the Department would staff a designated squad of officers to specialize in enforcing Virginia DWI laws. The objective is to reduce the number of alcohol related accidents and alcohol related fatalities in the County. The priority of the assigned officers would be to patrol for violations of alcohol related driving incidents, but they will also be available if emergency calls necessitate their response. Statistical data will be collected to analyze the enforcement efforts to see if DWI accidents and fatalities decrease, thus providing a model for other Virginia law enforcement agencies. Initial funding has been awarded for one year but the Virginia DMV is confident that the program will be funded for several years.

DMV Traffic Safety Programs - DWI Enforcement Grant - \$252,980

The Virginia Department of Motor Vehicles provides Federal Pass Through funding to support traffic safety information and enforcement programs in Fairfax County. There are no positions or Local Cash Match associated with this grant.

DMV Traffic Safety Programs - Speed Enforcement Grant - \$30,000

The Virginia Department of Motor Vehicles provides Federal Pass Through funding to support speeding enforcement as well as traffic safety information and enforcement programs in Fairfax County. There are no positions or Local Cash Match associated with this grant.

DMV Traffic Safety Programs - Pedestrian Bicycle Grant - \$10,500

The Virginia Department of Motor Vehicles provides Federal Pass Through funding to support pedestrian and bicycle enforcement as well as traffic safety information and enforcement programs in Fairfax County. There are no positions or Local Cash Match associated with this grant.

Police Department

LOB #213:

SPECIAL OPERATIONS DIVISION

Purpose

The Special Operations Division encompasses the Canine Section, SWAT Team, Explosive Ordnance Disposal (EOD), 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 where specialized equipment or training is required.

Description

The Canine Section is staffed 24/7/365 with fifteen police officers and provides patrol 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 trains them to its needs. SOD Canines are trained as dual purpose dogs as they can track people and search for narcotics. Canine teams are highly trained and participate in a fourteen week basic school prior to being utilized on the street.

The Fairfax County Police Department's SWAT Team is a designated unit of law enforcement officers that is specifically trained and equipped to work as a coordinated team. The SWAT 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 the agency, and other duties as assigned. The diversity and complexity of missions requires an advanced state of readiness and complex and continuous training. The Nationally recommended standard of training for a full-time tactical team is twenty five percent of the team's time being devoted to training.

The primary mission of EOD is to locate and render safe explosive devices and safely store and dispose of all explosive related items that come into the Department's possession. EOD can scan/x-ray suspicious packages to determine if they pose a threat. EOD has four bomb dogs that have the ability to search for 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 EOD cases with suspicious packages, barricades and high risk warrants.

The Marine Patrol 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, approximately 9,600 acres total. 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. The unit also provides assistance to the Underwater Search and Recovery Section for dive platforms and sonar searches. Lastly, the unit provides boating safety education to the general public as applicable. Fairfax County has more registered boats than any other County in Virginia.

Additional part-time units supervised or supported by SOD include; the Crisis Negotiation Team (CNT) which includes the Police Department's twenty three hostage negotiators, 5 Tactical Medics who are police officers trained as Emergency Paramedics to provide medical support for high risk cases, and the Technical Response Unit (TRU) of 4 officers which provides specialized support of electronic and computer equipment at emergency scenes or large scale events.

Police Department

Benefits

The Special Operations Division supports the rest of the department with specially trained and equipped officers that respond where needed in the entire County. Providing a centralized source of the resources is an efficient way to manage selection of officers, procurement of equipment and ensure consistent training. These resources can then be directed to any of the eight patrol districts as needed. These resources aid in catching suspects, solving crimes, assisting boaters in distress, containing violent offenders, finding lost persons, serving high risk warrants and resolving barricaded or hostage events. This serves both the public and the Department.

Mandates

In their role as police officers, the Division is responsible for enforcement of selected laws of the Code of Virginia and Fairfax County Code.

EOD Technicians must follow the mandates of the FBI Hazardous Devices School and the Bureau of Alcohol, Tobacco, Firearms and Explosives (BATF). Mandated case reporting to the Bomb Data Center (BDC) using the Bomb Arson Tracking System (BATS) is required.

Marine Patrol Unit is mandated to report boating accidents (death, injury, damage over \$2,000) and may place charges. Virginia Code § 29.1-739

Trends and Challenges

The trends and challenges in SOD revolve around the national debate regarding use of SWAT and the increased threat in the County of an event using explosives.

SOD has demonstrated the need for a dedicated Analyst. This position was not identified prior to the Public Safety Staffing Plan. With the recent recommendations from PERF and the Ad-Hoc Police Review Committee SOD has greatly increased the analysis in pre-planning SWAT warrant services. There is a wealth of computer information that should be searched. There should be a double check process with first the Analyst in the investigating section doing online checks followed by a double check by an SOD analyst. This would increase the safety of all involved parties and aids in the planning process when developing tactics.

The following staffing requests were covered in the Public Safety Staffing Plan:

Two additional EOD officers are requested, EOD staffing has not increased since 1981. The Department has the lowest number of EOD officers in the region. The increase of commercial office space, businesses that screen their mail, expanded metro-rail stations, and the international terrorist threat make this a staffing necessity. The Tyson's corner area alone is projected to add 19 million square feet of office space, with the high possibility that many are defense contractor related and will be screening deliveries.

Two SWAT officers are requested. The current model of twelve SWAT officers was developed in the 1970s based on response to a typical single family dwelling. Three supplemental SWAT officers supplement the twelve full-time officers for a deployment total of fifteen (including 2 supervisors), this is below the national standard and NCR standard of nineteen. Current staffing does not allow sufficient officers to cover a multi-level building and currently the County has 266 buildings of seven or more stories with twenty four additional buildings planned. The staffing model has not changed in years and new technology, such as robots, require additional officers to operate. The current model does not allow for relief of officers, limits multi-operational period capability, and requires more officers be cross trained and does not let them focus on one skill area.

Police Department

One SWAT Sergeant is requested. This is one of the few roles on the department where the supervisor has the dual role of supervising and taking direct part in the police mission which requires all the certifications and training a SWAT officer must have. Critical events require immediate action and direct oversight. A SWAT supervisor is required to coordinate search warrant planning with the investigative entity, must independently verify all plans, do a pre-operational site survey, and conduct a briefing. Adding a SWAT Sergeant would allow for duties to be split between the two Sergeants into operational planning and conducting training.

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #213: Special Operations Division			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$4,580,389	\$4,799,720	\$4,657,899
Operating Expenses	193,940	213,276	229,556
Capital Equipment	32,399	78,438	0
Total Expenditures	\$4,806,728	\$5,091,434	\$4,887,455
General Fund Revenue	\$32,620	\$29,265	\$0
Net Cost/(Savings) to General Fund	\$4,774,108	\$5,062,169	\$4,887,455
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	34 / 34	34 / 34	34 / 34
Total Positions	34 / 34	34 / 34	34 / 34

Police Department

Metrics

Metric Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate	FY 2017 Estimate
Canine Section Deployments	1,461	1,464	1,400	1,400	1,400
Canine Section apprehensions made, missing persons located, evidence found	123	173	140	140	140
Number of Citizen contacts made to the Marine Patrol unit	330	431	520	400	400
Intoxicated boating checkpoints conducted by the Marine Patrol Unit	137	32	46	45	45
EOD activity rates	285	254	230	250	250
EOD Total training hours	3,093	4,327	3,600	3,500	3,500
SWAT high risk warrant services	36	42	65	50	50
SWAT barricade responses	5	7	2	8	8
SWAT yearly training hours per team member	450	425	450	425	475

The Special Operations Division responds to requests for service, normally from within the department, and therefore does not self-generate most of these metrics.

The number of calls for service is the number that canine responded on. There are times when requests are made and canine is not available due to staffing numbers, or the distance is too far and the response would take too long. There are legal requirements for a timely response that sometimes cannot be met so canine is not dispatched. For example daytime canine staffing is one canine so a request at the far end of the County for a drug search would not be timely.

Marine Patrol actively patrols and self-initiates cases. This sections primary mission is boater safety education and prevention which is measured by the number of citizen contacts made. The 2016 and 2017 estimates are lower than historical averages based on projected staffing shortfalls that will most likely limit boating patrols to Friday-Sunday, Holidays and one other weekday (40 hours per week instead of 70 hours).

Police Department

LOB #214:

HELICOPTER DIVISION

Purpose

The Helicopter Division provides tactical police aviation support, aeromedical evacuation, search and rescue, and other specialized air support for County operations as needed. As Fairfax County's primary medevac provider, the Helicopter Division's highest priority is the preservation of life by providing advanced medical care and quickly transporting critically injured patients to area Level One trauma centers. Using specialized equipment, the Helicopter Division also assists Police Department personnel in locating critical missing people and criminal suspects.

Description

The Helicopter Division is staffed 24/7/365 and responds to more than 1,500 calls for service each year. The Helicopter Division provides services throughout all of Fairfax County and has been in continuous service since 1983.

Equipped with the Wescam MX-10 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, enhancing the effectiveness and overall safety of police operations. The 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 serves as the primary medevac provider for Fairfax County. The Division's helicopters are used to rapidly and safely transport critically injured patients to area Level One trauma centers. The Washington Metropolitan region has the most restricted airspace in the country, which greatly limits the capabilities of private medevac helicopters. Paramedics assigned to the Division undergo intensive initial and recurrent medical 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, ensuring that patients receive the highest level of care. All Helicopter Division pilots are commercially certified with instrument ratings and a minimum of 2,000 hours of pilot-in-command experience. The Helicopter Division operates and maintains its fleet of two Bell 429 helicopters to the highest standards imposed by the manufacturer and the Federal Aviation Administration.

In addition to its primary medevac and police functions, the Division uses its aerial platform to support other County agencies in a variety of ways. Examples of these partnerships include conducting traffic surveys for the Transportation Department, providing aerial photographs of schools for their security assessments, assisting County wildlife biologists with assessing deer populations, and enabling County arborists to observe tree conditions over large areas from the air. The Helicopter Division emphasizes community outreach and engagement by regularly providing facility tours and off-site helicopter demonstrations for community groups, boy / girl scout troops, preschools, schools and organized community events.

Police Department

Benefits

A recent traffic survey conducted by Texas A&M on behalf of U.S. Department of Transportation determined that the Washington area is now number 1 in the nation in the amount of time drivers lose sitting in traffic. This has a direct impact on both emergency medical service and police officer response, as they must also deal with this traffic congestion. The helicopter response time to anywhere in the County is under 6 minutes; this allows the Division to cover the 410 square miles of the County rapidly. Fairfax County has 5 hospitals that the helicopter can provide emergency transport to, however the only burn center in the region is in Washington D.C. and normally ground transport there for severely burned patients is not a viable option.

Mandates

In their role as police officers, the Division is responsible for enforcement of selected laws of the Code of Virginia and Fairfax County Code.

In their role as emergency paramedics, the Division is responsible for the provision of emergency medical care per Virginia Code §§ 32.1-111.1 thru 32.1-111.15 & 32.1-116.1 thru 32.1-116.3; Department of Health Emergency Medical Services Regulations 12 VAC 5-30-10. Patient reporting is required per Code of Virginia Title 32; Article 3.1 32.1 - 116.1. Paramedic recertification is required per Virginia EMS Rules & Regulations 12 VAC 5-31.

Maintenance of the Bell 429 Helicopter is mandated by Federal Aviation Authority (FAA) Regulations, Part 135(25) and Part 91(7).

Trends and Challenges

The 5 year Public Safety Staffing Plan requests an additional paramedic position within the Helicopter Division. A change to the Special Operations Division's (SOD) SOPs has added safety requirements which mandate a medic on most SOD events to include SWAT training events which occur on a weekly basis. This requires assignment of a Helicopter Division paramedic to support these activities. This change was never funded with additional staff and is an issue that disrupts Helicopter operations on a regular basis. In CY 2012 the medic was used outside the Helicopter Division for approximately 296 events. These events are high-risk events that require a police medic for life safety reasons. The demand and workload for this position has grown substantially and should be officially supported by staffing a full time position.

The 2015 bond referendum will include funding to replace the Helicopter Division hangar and offices. The current facility cannot be remodeled and will have to be completely demolished. During this time, all personnel, equipment and both helicopters will have to relocate and operate from another location that has yet to be determined. As Fairfax County does not have a municipal airport, this creates logistical challenges and additional costs. However, the current hangar facilities were built in 1985 and must be replaced.

Police Department

Resources

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
LOB #214: Helicopter Division			
FUNDING			
<u>Expenditures:</u>			
Compensation	\$2,184,111	\$2,101,046	\$2,396,746
Operating Expenses	473,148	332,890	812,021
Capital Equipment	65,369	121,603	0
Total Expenditures	\$2,722,628	\$2,555,539	\$3,208,767
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$2,722,628	\$2,555,539	\$3,208,767
POSITIONS			
<i>Authorized Positions/Full-Time Equivalents (FTEs)</i>			
<u>Positions:</u>			
Regular	21 / 21	21 / 21	21 / 21
Total Positions	21 / 21	21 / 21	21 / 21

Metrics

Metric Indicator	CY 2013 Actual	CY 2014 Actual	CY 2015 Estimate	CY 2016 Estimate	CY 2017 Estimate
Helicopter transportation in assisting the Fire Department with emergency medical transport from improvised landing zones to hospitals	72	66	70	70	70
Assisting the Police Department in criminal cases, the Division conducted the following number of police missions	816	732	831	850	850
Tracking criminal apprehensions and locating missing people	60	62	52	52	52
Number of public displays and tours	66	76	69	75	75

The Helicopter Division is an on-call service provider responding to both Fire Department and Police Department requests.

In assisting the Fire Department with emergency medical transport from improvised landing zones to hospitals, the Division transported 66 patients in CY 2014. Emergency medical transport is based upon an assessment of the patient at the scene, distance to hospital, traffic conditions and the ability to land an aircraft safely nearby, making future estimates difficult to project.