

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.

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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.

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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.

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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.

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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

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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

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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.