



**Fairfax County Police Department  
5-Year Strategic Staffing Plan  
FY 2019 - FY 2023**

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Chief of Police**

# FY 2019 – FY 2023 FCPD Staffing Plan

## **Table of Contents**

<b>Executive Summary.....</b>	<b>3</b>
<b>Staffing Priorities.....</b>	<b>4</b>
<b>Our Mission, Vision and Goals.....</b>	<b>10</b>
<b>Administrative Support Bureau.....</b>	<b>12</b>
<b>Cyber and Forensics Bureau.....</b>	<b>16</b>
<b>Information Technology Bureau.....</b>	<b>24</b>
<b>Major Crimes Bureau.....</b>	<b>31</b>
<b>Media Relations Bureau.....</b>	<b>34</b>
<b>Operations Support Bureau.....</b>	<b>36</b>
<b>Organized Crime and Intelligence Bureau.....</b>	<b>50</b>
<b>Patrol Bureau.....</b>	<b>53</b>
<b>Planning and Research Bureau.....</b>	<b>67</b>
<b>Resource Management Bureau.....</b>	<b>69</b>
<b>Acronym List.....</b>	<b>79</b>
<b>Appendix.....</b>	<b>83</b>

# FY 2019 – FY 2023 FCPD Staffing Plan

## **Executive Summary**

Looking to the next five years and beyond, numerous challenges face law enforcement in the nation and in Fairfax County. Opioid abuse is a national crisis and cyber related crime has become a daily news topic. The investigative complexity and importance of Opioid related cases drives a strong need for additional positions in our new Cyber and Forensics Bureau, in our Information Technology Bureau, in the Major Crimes Bureau, and in the Organized Crime and Intelligence Bureau. Initiatives across these entities include enforcement, investigation, forensic and crime analysis, and education.

Fairfax County continues to evolve in terms of population demographics, economic diversification, and urbanization. Population is estimated to increase to over 1.2 million by the year 2025. The Tysons area has experienced unprecedented growth with an influx of high density housing and business development. With the opening of Metro's Silver Line in Tysons, and expansion underway through Reston to Dulles Airport, the daytime population of Fairfax County continues to rise. The addition of personnel for assignment within our Patrol Bureau will enable the Department to continue providing an unparalleled level of service to our community.

Accountability and transparency are critically important elements in maintaining and strengthening the trust and confidence our diverse community places in their Fairfax County Police Department (FCPD). Recognizing that the perceptions and experiences of youth shape community dialogue, the Department seeks to add positions to the Patrol Bureau to create a Community Outreach Resource Team. Patrol officers assigned to this team will be committed to educating and mentoring our youngest community members to better provide a culture of safety throughout the County, thereby expanding community engagement initiatives with stakeholders of all ages. To ensure timely, accurate, and responsive dissemination of information through Media Relations Bureau to our urbanizing community, the Department seeks additional Public Information Officers for assignment across the eight District Stations.

Accreditation is a process of review, assessment, and improvements whereby agencies align themselves with best practices in law enforcement. FCPD stands among a select group of agencies awarded with dual accreditation by both their state, through Virginia Law Enforcement Professional Standards Commission, and nationally through the Commission on Accreditation for Law Enforcement Agencies. In 2015 the Police Executive Research Forum and the Fairfax County Ad Hoc Police Practices and Review Commission set forth recommendations to improve Department policies and operational performance. Ongoing efforts to implement these recommendations and to fully embrace all accreditation standards cause the Department to request additional positions in the Planning and Research Bureau.

The following will serve as a detailed summary of the Department's staffing priorities for FY 2019 – FY 2023.

# FY 2019 – FY 2023 FCPD Staffing Plan

## STAFFING PRIORITIES

<b>Total Staffing Priorities</b>	
<b>FY 2019 – FY 2023</b>	
<b>Total Uniformed Positions</b>	<b>163</b>
<b>Total Civilian Positions</b>	<b>43</b>

## PUBLIC FINANCIAL MANAGEMENT INC (PFM) STUDY CONTINGENCY

Fairfax County Government engaged Public Financial Management, Inc. (PFM) to perform an organizational and compensation review for the Police Department and the County Animal Services Division. The PFM Public Safety Review submitted in September 2016 addressed the competitiveness and alignment of compensation levels; and it addressed the link between supervisors and patrol officers, especially the leadership direction for patrol officers in non-routine situations. The County Board of Supervisors (BOS) adopted the PFM Public Safety Review in October 2016 as it identified options for proposed change in key areas. The BOS gave budgetary guidance to begin working toward implementation of options identified in the PFM report. The staffing priorities articulated in this Five-Year Staffing Plan may be refined to some limited extent with the plan period as the implementation of PFM options move forward.

# FY 2019 – FY 2023 FCPD Staffing Plan

## Administrative Support Bureau – 7

Position	FY 2019 – FY 2023
<b>Financial Resources Division</b>	
Financial Specialist II (Accountant)	1
Administrative Assistant III (Travel) (upgrade to full-time)	1
<b>Human Resources Division</b>	
Human Resources Generalist II	1
Administrative Assistant IV	1
Human Resources Generalist III (in workforce review)	1
Human Resources Generalist I (upgrade to full-time)	1
<b>Incident Support Services</b>	
Director of Incident Support Services (Civilian – MAIII)	1

## Cyber and Forensics Bureau - 22

Position	FY 2019 – FY 2023
<b>Computer Forensics Section</b>	
Sworn Detectives	4
Civilian Investigators	2
2 <sup>nd</sup> Lieutenant	1
<b>Crime Scene Section</b>	
Sergeant	1
Sworn Detective	1
Photographic Specialist	1
Supplemental Detective	1
<b>Cyber and Forensics Bureau</b>	
Analyst	1
<b>Electronic Surveillance Unit</b>	
Sworn Detectives	2
<b>Crime Scene Pilot Program</b>	
Sworn Detectives	8

# FY 2019 – FY 2023 FCPD Staffing Plan

## Information Technology Bureau - 6

Position	FY 2019 – FY 2023
<b>Information Technology Bureau</b>	
Administrative Assistant III	1
Network / Telecommunications I (NTAI)	1
Management Analyst III	1
Network / Telecommunications I (NTAI)	1
Information Technology Technicians II	2

## Major Crimes Bureau - 11

Position	FY 2019 – FY 2023
<b>General Investigations</b>	
Sworn Detectives	10
Crime Analyst	1

## Media Relations Bureau - 3

Position	FY 2019 – FY 2023
<b>Media Relations</b>	
Sworn Public Information Officers	2
Civilian Information Officer	1

# FY 2019 – FY 2023 FCPD Staffing Plan

## Operations Support Bureau - 16

Position	FY 2019 – FY 2023
<b>Helicopter</b>	
Sworn Officer / Medic	1
<b>Special Operations / SWAT / K-9 / EOD</b>	
Full-Time SWAT Officers	4
SWAT Sergeant	1
Operational Medical Director (OMD)	1
Canine Handlers	2
Explosive Ordnance Disposal Technicians / Officers	2
Crime Analyst	1
Station Logistics Technicians	2
<b>Traffic Division</b>	
Motor Squad Sergeants	2

## Organized Crime and Intelligence Bureau - 5

Position	FY 2019 – FY 2023
<b>Asset Forfeiture</b>	
Sergeant	1
Accountant	1
<b>Criminal Intelligence</b>	
Operations Sergeant for NVRIC	1
Operations Sergeant for CID	1
Gun Investigator / Detective	1

# FY 2019 – FY 2023 FCPD Staffing Plan

## Patrol Bureau - 113

Position	FY 2019 – FY 2023
<b>Animal Services Division</b>	
APP 1 <sup>st</sup> Lieutenant	1
APP 2 <sup>nd</sup> Lieutenants	4
<b>Community Outreach Resource Team (CORT)</b>	
Community Outreach Officers	8
Youth Education Officers	8
Sergeants	8
Public Information Officers	8
Additional one each of the above for South County Station	4
<b>Patrol</b>	
Patrol Officers to complete Phase 3	14
Patrol Officers extended to Phase 4	14
<b>Training Relief Squad</b>	
Patrol Officers	14
2 <sup>nd</sup> Lieutenant	1
Sergeant	1
<b>Tyson's Urban Team</b>	
TUT Patrol Officers	24
TUT Sergeants	4

## Planning and Research Bureau - 2

Position	FY 2019 – FY 2023
<b>Planning and Research Bureau</b>	
Administrative Assistant II – (Civilian AAll)	1
Incident Command Coordinator	1

# FY 2019 – FY 2023 FCPD Staffing Plan

## Resource Management Bureau - 21

Position	FY 2019 – FY 2023
<b>Central Records &amp; Community Reporting Section</b>	
Sworn Police Officer (PFC)	1
Administrative Assistant II	1
<b>Civil Disturbance Unit</b>	
2 <sup>nd</sup> Lieutenant CDU Coordinator	1
<b>Facilities and Security Division</b>	
Management Analyst I (Facilities Project Coordinator)	1
Change MA-I to Facilities Maintenance Coordinator	1
<b>Fleet Services</b>	
Assistant Logistics Manager MA-I	1
Management Specialists III - (MMSIII)	2
<b>Property &amp; Evidence</b>	
Property & Evidence Technicians	2
Re-classify existing P&E Techs from S15-S17	5
<b>Quartermaster</b>	
Management Specialists II – (MMSII)	2
Material Management Driver – (MMDI)	1
<b>Warrant Desk</b>	
Sworn Police Officers (PFC)	2
Police Citizen Aide II (PCAI)	1

# FY 2019 – FY 2023 FCPD Staffing Plan

## OUR MISSION

The Mission of the Fairfax County Police Department is to prevent and fight crime.

## OUR VISION

Ethical Leadership through engagement with the community to:

- Prevent and fight crime
- Provide a culture of safety at work and in the community which preserves the sanctity of all human life
- Keep pace with urbanization

## DEPARTMENTAL GOALS

### **1. STRENGTHEN COMMUNITY PARTNERSHIPS**

To develop and sustain strong community partnerships, the members of the Police Department and the citizens of this community must build relationships built on mutual respect, understanding and trust. The community must have confidence both in the process of law enforcement and in the people who are sworn to administer it fairly and judiciously. The community is encouraged and empowered to identify neighborhood problems, speak out on issues of concern, and help to shape the delivery of police services. The Police Department will strive to provide real solutions to problems of crime and public safety in the community while continuously seeking substantive feedback from the community regarding the quality and methods of police service delivery.

### **2. ENHANCE COMMUNITY-BASED POLICE SERVICES**

To the extent possible, police services will be based in the community and will be delivered by Police Department professionals who have an intimate knowledge of the people, neighborhoods and cultures of that community. The Police Department will provide citizens easy access to the people and services of the Police Department and responsiveness to community issues while preserving, where justified, the economies and efficiencies of centralization, which are sometimes necessary for highly specialized and complex services.

# FY 2019 – FY 2023 FCPD Staffing Plan

## **3. PROMOTE RESPONSIBILITY & ACCOUNTABILITY**

The Police Department exists to fulfill the responsibilities of law enforcement by using the authority and resources vested to it by the community. The Department is accountable to the community for the efficient and effective use of those resources, and the fair, impartial and judicious exercise of that authority. The Department will achieve this goal through management practices which place responsibility and accountability, both individual and team, at the core of our organizational culture.

## **4. MAXIMIZE OUR HUMAN RESOURCES**

At the heart of every success is a dedicated and motivated person whose courage, resourcefulness and creativity have made the difference. The Police Department will seek and hire such individuals, give them the best possible training throughout their career, empower them to make a real difference in their community, provide them with the tools necessary to succeed, and reward and recognize their accomplishments.

## **5. HARNESS PROVEN TECHNOLOGY**

The Police Department must harness and be proficient with modern technology; it is an integral part of our society and the most powerful tool available to law enforcement in the fight against crime. The Department will aggressively seek to obtain practical and proven technology at an affordable price, then utilize it effectively to reduce crime and support police services to the community.

# FY 2019 – FY 2023 FCPD Staffing Plan

## **ADMINISTRATIVE SUPPORT BUREAU**

### **Financial Resources Division**

#### **Financial Specialist II (Accountant)**

Historically the Organized Crime and Narcotics (OCN), and the Criminal Intelligence Division (CID) operated outside of the Fairfax County Police Department's oversight. Based on an internal audit, as well as upper management's review, it is now a requirement that the Financial Resources Division (FRD) conduct periodic audits, and other financial reviews of the OCN and CID operations. There are also other operational accounting reviews that need to be done; e.g., the ongoing review of the \$27M Department of Vehicle Services (DVS) yearly billing that has not been able to happen due to minimal staffing in the FRD section of the Administrative Support Bureau.

A full-time merit Financial Specialist II would be able to assist with the required audit of the OCN/CID group, as well as, assume continuous review of the DVS monthly billing. Working with the Resource and Management Bureau on the financial side in order to make sure that the Police department is being billed correctly. Also, conducting continuous financial reviews in other well needed areas that the FRD team has not been able to conduct consistently due to lack of proper staffing. Position needed in FY 2019.

#### **Administrative Assistant III (Travel)**

Due to the budget climate, the County had reduced the funding for travel and training. However, the Police Department is an area where there is a justified need for certification travel and training. Police officers have to be trained on current rules, policies, and legalities that are constantly changing within their respective bureaus. Training and travel have become a necessity for the Police Department's officers in order to be able to go to court and act as subject matter experts, as well as the need to use updated processes within each of their areas of expertise. The Police Department has therefore loosened the budget on training and travel in order to fill this need, and so there has been quite an increase in travel because of this. There was one full-time merit travel coordinator (Administrative Assistant III) that was responsible for all of the Police Department's travel needs. Due to the volume, an "E Status" part-time Administrative Assistant III (AIII) was hired in order to help with the processing. The volume has been continuous and it has been challenging for the part-time travel coordinator to stay within her part-time 30 hours a week requirement. Due to the volume, the necessity is now to have two full-time merit travel coordinators. We do not see the volume subsiding, due to the Police climate, and the continuous changing in legal and policy items that each police officer has to stay on top of in order to conduct their operations successfully. The Police Department does not anticipate a decrease in volume, rather an increase in volume. There is a justified need for a move from part-

# FY 2019 – FY 2023 FCPD Staffing Plan

time to full-time for this AAll position in the travel section of the FRD Department. Position needed in FY 2019.

## **Human Resources Division**

### Payroll Section

#### Human Resources Generalist II

The Payroll Section supervisor, Administrative Assistant V, reports to the Human Resources (HR) Generalist IV position in the division. The Payroll Section's responsibilities and duties cover all employees of the department. In addition, there are many other critical duties such as developing pay adjustments, employee verification, collecting and entering evaluations, billing outside entities for overtime payments, tracking military and donated leave, training employees in time and attendance, processing clothing allowances, providing support for open enrollment, researching FLSA issues, providing support with internal or external auditing matters, and maintaining awareness of Department of Human Resources (DHR) procedures/regulations as they affect employee payroll or benefits. Many of these areas also require review of or information awareness being passed to the HR Generalist IV. Areas of FLSA research and changes initiated by DHR can be complex and require considerable time to complete. The addition of a HR Generalist II to manage the Payroll Section is important to provide enhanced oversight of the many activities requiring management review. Responsibilities and duties would include interpret County payroll policies and procedures, as well as Federal (FLSA), State and local laws; how these relate to individual situations within the Department; provide guidance to both sworn and civilian employees, supervisors, and commanders; and increased coordination with DHR and the Office of the County Attorney. In addition, this position would proactively identify training needs of the Department's supervisors at all levels (i.e., from front-line up to command-level), and provide the training in payroll policies and procedures. The Fire and Rescue Department has a similar organizational structure for its Payroll Section.

#### Administrative IV Position

The Payroll Department of the Human Resources Division consists of a total of four employees; three Payroll – Administrative Assistant IV employees, and one Payroll Supervisor – Administrative Assistant V employee. Each Payroll – Administrative IV position is responsible for reviewing and processing employee payroll, developing pay adjustments, employee verification, evaluations, VDOT, Schools, Task Force, and other miscellaneous billings, tracking military and donated leave, training employees in time and attendance, processing clothing allowances, providing support for open enrollment, processing parental leave balances into FOCUS, researching FLSA issues, providing support with internal or external auditing matters, keeping the Department up-to-date on DHR procedures/regulations as they affect employee payroll or benefits, calculation of crossing guards' hours to cover employee benefits during summer, among many other duties. With the addition of the South County Station and the reorganization of the

## FY 2019 – FY 2023 FCPD Staffing Plan

Criminal Investigations Bureau into three distinct bureaus, the additional payroll position is needed to keep up with staffing increases and reorganizations.

### Human Resources Generalist III (currently in workforce planning review)

Workload within the FCPD organization has increased in volume and complexity over the past few years due to BOS approved reorganization plans, expansion of the number of district stations, overall number of sworn personnel to support community safety, emphasis on full compliance with Federal and State FMLA laws, and increased coordination with DHR and the Office of the County Attorney. In addition, the ability to proactively identify training needs of the Department's supervisors at all levels (i.e., from front-line up to Command-level), and provided training has been mandated from higher ranking Commanders in order to proactively resolve issues before they occur in the area of absence management. Finally, the requirement to provide professional-level consultation and services in the area of employee relations, ADA-and FMLA-compliance, performance management, progressive discipline, and equity adherence. The HR Generalist III would also lead the development and presentation of complete training programs concerning various HR programs, most specifically addressing FMLA and Workers' Compensation programs. The position also collaborates with Risk Management (and third-party Workers Compensation administrator), DHR's Benefits and Payroll Divisions, and the Office of Human Rights and Equity Programs providing summary background on various complex issues dealing with:

- Workers' Compensation benefits for approved claims, and communications around denied claims. Strategy for return to work light duty and full duty during quarterly meetings
- Extended absences impact on benefit costs and options
- Time reporting issues adhering to FLSA
- Allegations of workplace equity issues, and
- EEOC complaint documentation and interviews

### Human Resources Generalist I

Recently the division added a part-time non-merit Human Generalist Resources I position to oversee and coordinate new employee mandatory and orientation training; oversee performance management, to include liaison with the Department of Human Resources (DHR), providing guidance to supervisors and employees; provide research and analysis of HR issues and initiatives; assists with workforce planning and organizational management changes; coordinate nylon web gear and Language Stipend programs for the Department; and assist with employee relations issues. Particularly over the next two years as the County moves to online performance evaluations for all employees, this position will provide department support towards this transition for both the sworn and civilian evaluation systems and training. For the FY

## FY 2019 – FY 2023 FCPD Staffing Plan

2019 budget, it will be requested to make this a merit position as the time needed to cover these areas requires a full-time position to keep up with the duties. The part-time position of 1,560 hours will be helpful to maintaining these areas, but to be proactive and provide needed resources to the division, having a full-time position is crucial. The Fire and Rescue Department has a similar organizational structure in which two HR Generalist I positions are used to provide employee relations' issues guidance and support for its HR programs and needs.

### **INCIDENT SUPPORT SERVICES**

#### **Director of Incident Support Services (Civilian- MA III)**

The Administrative Support Bureau currently consists of 40 sworn and civilian Peer/Critical Incident Stress Management Team members (CISM), consisting of a major, two commanders and four supervisors that manage the team's responses to critical incidents. The Department actively encourages employees to obtain assistance that is responsive to unique law enforcement needs. The program consists of specially trained peers, chaplains, and mental health professionals who give Department members the opportunity to receive emotional and tangible peer support through times of professional and personal crisis, and who help anticipate and address potential difficulties.

The civilian director would be responsible for overseeing the peer/CISM program, while coordinating with departmental psychologist and team commanders, identifying trends, maintaining statistical data on the use of the team, and mandatory responses for critical incidents. The position will develop training for team members based on these trends and data, while ensuring the team meets the Commission on Accreditation for Law Enforcement Agencies (CALEA) standards. The position would be responsible for maintaining relationships with Departmental survivors, coordinating with Concerns of Police Survivors (COPS), Virginia Law Enforcement Assistance Program (VALEAP), Wounded Warriors, Officer Involved Shooting Support Group, Military Support Group, and the Cancer Survivor Support Group, to provide superior resources to Departmental staff and their families. The position will work closely with regional partners, fostering relationships while developing a plan for a regional peer/CISM training and response for major events and mutual assistance with affected agencies. The position will draft, request, and manage funding obtained through seized assets to be used for training, travel, and equipment.

# FY 2019 – FY 2023 FCPD Staffing Plan

## **Cyber and Forensics Bureau**

The Criminal Investigations Bureau (CIB) had been comprised of four divisions for nearly 50 years. The 215 employees assigned to these divisions conduct complex investigations into the most serious crimes committed in Fairfax County. Audits of police operations, coupled with analysis by the Ad Hoc Police Practices Review Commission, indicated that increased command oversight is vital to ensuring serious complex cases are successfully investigated. Based on those recommendations and modern policing models that account for the increasing reliance on digital evidence and utilization of emerging technology, CIB was re-organized into three separate Bureaus.

The newly created Cyber and Forensics Bureau (CFB) is comprised of the Computer Forensics Section, the Electronic Surveillance Section, the Northern Virginia Regional Identification System (NOVARIS), and the Crime Scene Section, which now also includes the eight decentralized Supplemental Crime Scene Detectives. Personnel assigned to CFB perform the most technically complex work carried out by the Police Department. Furthermore, the demand for the type of investigative support provided by CFB has substantially increased in recent years.

A summary of the current and projected needs for the new Cyber and Forensics Bureau is included for review. A prioritization schedule is proposed, along with a brief justification statement for the requested positions.

### **Staffing Priorities**

#### **Computer Forensics Section**

One (1) Second Lieutenant	FY 2018	Ranking # 1
Two (2) Sworn Detectives	FY 2018	Ranking # 2
Two (2) Sworn Detectives	FY 2019	Ranking # 5
Two (2) Civilian Investigators	FY 2020	Ranking # 6

#### **Cyber and Forensics Bureau**

One (1) Analyst	FY 2018	Ranking # 4
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#### **Crime Scene Section**

One (1) Sergeant	FY 2019	Ranking # 3
One (1) Sworn Detectives	FY 2020	Ranking # 9
One (1) Photographic Specialist	FY 2020	Ranking # 10
One (1) Supplemental Detective	FY 2020	Ranking # 8

- *Position will serve the 9<sup>th</sup> District Station*

Eight (8) Move 8 Sworn Supplemental Positions under CSS

# FY 2019 – FY 2023 FCPD Staffing Plan

## Electronic Surveillance Unit

Two (2) Sworn Detectives      FY 2020      Ranking # 7

## Cyber and Forensics Bureau Administration

The Criminal Investigations Bureau was strategically re-organized into three separate Bureaus. When this measure was implemented, both the Major Crimes Bureau and the Organized Crime Intelligence Bureau received multiple crime analysts, but the Cyber and Forensics Bureau was left with no analytical support. Analytical support is critically needed in two areas within the new CFB.

The Electronic Surveillance Section gathers an immense amount of data, primarily in the form of phone numbers and GPS coordinates. To truly support the investigators who request this data, it must be formatted into actionable intelligence. Furthermore, it may need to be later reformatted in a manner that is suitable for presentation at court so that jurors can grasp the information inferred from the data.

The Crime Scene Section, Computer Forensics Section, and Electronic Surveillance Section are heavily reliant on data analysis to assign work and allocate resources. The task of data collection and analysis falls upon detectives and supervisors to manage. This is an inefficient use of their time and leads to inconsistencies with respect to how the data is collected and represented.

## Staffing Requirements

- A Crime Analyst is needed to support the investigations conducted by CFB and to assist the commanders in the effective management of the Bureau

## **Computer Forensics Section**

The Computer Forensics Section was originally established in 1994; as of 1999, three detectives were assigned to the section. Since that time, there has been an exponential increase in the prevalence of digital technology, such as smart phones, tablets, laptops, home computers, wearable technology, cloud storage, interconnected household devices, external hard drives, personal storage devices, flash drives, MP3 players, electronic notebooks, video game consoles, and other electronic devices which may hold evidence. The Computer Forensics Section hasn't added a single position during that time. In the interim, personal computing devices have become ubiquitous throughout society, and therefore the number of devices submitted for forensic examination, and total amount of data requested to be analyzed, has increased dramatically. The number of investigators assigned to perform this increasingly complex work has remained woefully inadequate. This already critical situation is further exacerbated by the fact that all of the current computer forensic examiners are

## FY 2019 – FY 2023 FCPD Staffing Plan

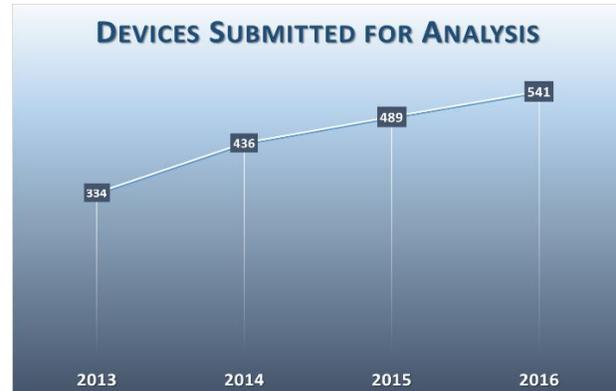
eligible to retire. It takes 12-18 months to select and train a new computer forensic examiner before they are actually competent.

Every year, the total number of cases worked by the Computer Forensics Section has increased. Subsequently, without added detectives to work the cases, the wait time to process evidence has also increased. This upward trend only recently subsided, but the reasons believed to have contributed to this change are not indicative of a positive trend or permanent solution.

- A position was temporarily borrowed from the Gang Unit to temporarily add an additional detective to the Computer Forensics Section
- An officer from the Reston District Station is temporarily assigned to Computer Forensics to train as a potential new investigator in the event one of the current detectives opts to retire
- Unfortunately, many detectives throughout the Department report that they no longer bother to submit digital evidence for examination because they have become accustomed to evidence not being analyzed in time for prosecution in court. Only the most egregious cases, such as child sex offenses, homicides, and rapes are usually prioritized. As a consequence, many cases that otherwise merit the digital evidence be examined, are never submitted for analysis

During 2015, the backlog of cases in the queue for analysis by Computer Forensics reached approximately 60 cases; 28 cases were pulled prior to ever being analyzed because the case was either already adjudicated, no longer active, or for other reasons. The forensic process can only be effectively completed by detectives within a reasonably consistent amount of time based on the number of devices and volume of data to be analyzed. There is no way to “*work faster*” without adding more staff to do the additional work. The graph below illustrates the extent to which the average wait time for analysis of digital evidence has substantially increased. It bears noting that the average wait time from submission to examination in 2015 reached 120 days. Higher priority cases “*bump others back*,” some cases were pending examination for well over a year before actually being addressed. **This type of situation has resulted in recent negative publicity and an erosion of public confidence in other jurisdictions around the National Capital Region.**

# FY 2019 – FY 2023 FCPD Staffing Plan



In addition to the challenges stemming from the lack of personnel who can investigate cases, the Computer Forensics Section has never had a first-line supervisor dedicated solely to leading their section. During the past several years, they have “*bounced around*” under the purview of supervisors assigned to other sections, such as Cold Case, Electronic Surveillance, Internal Affairs, and Child Exploitation. This lack of consistent, deliberate oversight has undoubtedly contributed to the failure to maintain staffing commensurate with modern technical advancements. Furthermore, this lack of direct oversight is a substantial liability; the cases handled in the section often involve extremely sensitive evidence such as child pornography. In addition, their work also necessitates that they occasionally assist with internal investigations involving County employees. The Computer Forensics Section is the only entity in CFB that is assigned to the new Public Safety Headquarters Building, so it is essential that there is a first-line supervisor located in the same facility to provide oversight, direction, and attend to the extensive administrative responsibilities associated with the section. A senior detective has taken on many of the administrative duties such as scheduling, budgeting, and maintaining training records. This is inefficient because it takes a detective away from conducting forensic examinations. Furthermore, it is inequitable because this employee is not compensated to perform these duties and is ineligible to receive payment for acting in this capacity.

## Assumptions and Emerging Trends

- The proliferation of personal connected devices will only increase
- Cybercrime and the regularity that traditional street crime will be facilitated through such devices will only increase
- Submissions of digital evidence for analysis will increase and jurors will come to expect forensic evidence to be presented in court
- Manufacturers will continue to design devices that offer security features such as encryption, access control, cloud storage, and other features that enhance security for consumers, but substantially hinder the efforts of investigators tasked

## FY 2019 – FY 2023 FCPD Staffing Plan

with conducting forensic analysis of digital devices. Consequently, investigators will require additional training and forensic examinations will take more time

### Staffing Requirements

- A second lieutenant is needed to serve as a first-line supervisor exclusively for the Computer Forensics Section
- Two permanent detectives are urgently required to stem the increasing wait time associated with the forensic analysis of digital evidence
- Two additional detectives are needed to account for the reasonably anticipated ongoing increase in requests for forensic analysis of digital evidence
- Two civilian investigator positions are requested to offset the anticipated increase in requests for cell phone analysis and other comparable personal devices that now have increasing amounts of data storage and complex operating systems

### **Crime Scene Section (CSS)**

The CSS currently has one second lieutenant, one sergeant, 12 CSS detectives, eight Supplemental Crime Scene detectives, and two non-sworn photographic specialists.

From January 1, 2016, through May 16, 2016, the CSS worked a total of 232 cases. Ninety cases have been closed and the remaining 142 of these cases remain open. The average time for a crime scene detective to close a non-major incident case is 19 days. In all of 2015, the CSS worked a total of 16 major cases. During the first six months of 2016, the CSS had already worked 17 major cases. During the past five years, crime scene work in Fairfax County has dramatically changed. Detectives are now chemically processing evidence, using more complicated methods, as well as using the latest advancements in alternative light technology. As a result, CSS detectives are holding scenes longer and the time to process evidence in the lab has increased by multiple days. FCPD's CSS is a leader in the National Capital Region, and often assists or provides counsel to other law enforcement agencies.

After CSS detectives finish processing a crime scene, extensive follow-up is required to complete their investigations, including documenting autopsies, processing evidence, creating diagrams for court, preparing lab submissions, and assisting in the execution of search warrants. Even if CSS Detectives are able to handle the initial scene work, they often have difficulty completing the lab work and documenting their findings in a timely manner. This delays the opportunity for the investigators who rely on the results to follow-up on possible leads. This delay results in violent perpetrators remaining at large among the community, or allows them added time to flee from the area.

The Montgomery County (MD) Police Department has 12 full-time CSS technicians and one supervisor, but they do not respond to cases of the same criteria that Fairfax

## FY 2019 – FY 2023 FCPD Staffing Plan

County CSS Detectives do, such as certain types of death investigations. The Charlotte-Mecklenburg (NC) Police Department has 28 CSS technicians; the Hillsborough County (FL) Sheriff's Department has 11 CSS technicians and three supervisors, but they also do not handle certain death investigations such as suicides and unattended deaths. The previously referenced agencies are similar to Fairfax County with respect to number of officers, size of populations served, and land area.

The current methods of documenting and processing evidence have become increasingly more complex and time consuming. This is primarily due to advancements in technology and recently developed processing techniques. In 2006, the CSS responded to 317 daily cases and had 131 call-outs that year. In 2016, the CSS responded to 504 daily cases and 302 call-outs. The section recently received three additional positions which will provide relief; however, it is obviously not proportionate to offset the call-outs which have more than doubled, or total number of incidents which have increased by nearly 200 events at a time when the methods to investigate cases have become more time consuming. Furthermore, the expectations of jurors in court due to popular televised dramas featuring forensic evidence have increased substantially; forensic processing has come to be expected in most cases.

There is currently one non-sworn photographic specialist, and one civilian photographic specialist manager assigned to the CSS. The majority of their work is focused on the processing of photographs (digital and print) for court. This is a labor-intensive endeavor that must be completed with meticulous attention to detail. Fairfax County has purchased a new software, QueTel, to streamline the process for submitting and requesting photographs. While this measure will enhance access for the Department to the services of the photographic specialists, it will also increase the requests for assistance from the section. The software is currently being piloted in the CSS with the intent to implement it agency-wide.

There are currently more than 600 cold cases in Fairfax County. Many of these cases merit having the evidence re-examined using modern forensic techniques such as alternate light sources or modern chemical processing. Without additional staffing, it is nearly impossible to devote time to any efforts outside of addressing the immediate demands of new cases as they occur.

In an effort to successfully achieve our mission and provide much needed staffing support, the Cyber and Forensics Bureau is proposing that the eight station level Supplemental Crime Scene detectives be reorganized and brought under the command of the CSS. All of the current supplemental crime scene detectives have completed their 90-day Inter-Bureau Transfer (IBT) with Crime Scene, are fully trained to operate at a supplemental level and can augment/assist in the overall mission of CFB, which in turn, supports major cases initiated at the patrol level. Under this proposal, the eight supplemental CSS detectives will respond with MCB Detectives on commercial armed robberies, bank robberies and auto thefts, thus reducing the number of call outs that

## **FY 2019 – FY 2023 FCPD Staffing Plan**

current CSS detectives handle. This proposal would also double the number of CSS detectives (both full-time and station supplemental) throughout the County on any given day.

### **Staffing Requirements**

- There are currently 22 employees supervised by one sergeant and one second lieutenant. An additional sergeant is required to effectively manage the span of control and also augment the exceptionally demanding on-call responsibilities that are associated with the supervisor roles in the CSS
- Two detective positions are projected to keep pace with the current increase in workload. Eventually, the CSS will be split into an A / B side staffing configuration, with each side being supervised by a sergeant and a second lieutenant overseeing the entire CSS
- Fairfax County has purchased a new software to streamline the process for submitting and requesting photographic evidence. An additional photographic specialist is projected as needed to offset the associated additional work

### **NOVARIS**

NOVARIS currently has one director, one assistant director, and four latent examiners. The NOVARIS section is currently piloting a facial recognition system to augment our regional approach to identification. Once this program is implemented and in place, the expertise and time required to fully leverage this program in a responsible manner will require additional future positions to serve as the program managers and subject matter experts in this technology.

### **Staffing Requirements**

- There is no request for additional NOVARIS positions being made through FY 2020; however, it is imperative that positions requested in the future be appropriately prioritized so as to not delay the adoption of important emerging technology

### **Electronic Surveillance Section (ESS)**

ESS currently has one second lieutenant, supervising four detectives. The core mission of ESS is to support requests for technical investigative assistance from all entities

## FY 2019 – FY 2023 FCPD Staffing Plan

within the Police Department. ESS support consists of covert video/audio surveillance, GPS tracking, cell phone assistance, and recovery of video evidence from recording systems. Two of the ESS detectives are trained as Forensic Video/Audio Examiners to recover and enhance video evidence. ESS detectives frequently respond with detectives from the Homicide, Robbery, and Sex Crimes Sections to conduct canvasses and search for potential video evidence. As systems have become less costly, they have become considerably more prevalent. Furthermore, video systems now offer more data storage and technical features that require additional time to recover and examine. A review of the statistics maintained by the ESS reflects these trends and the corresponding change in workload for ESS.



The graph on the left represents the total number of cases referred to ESS for examination, regardless of which personnel initially recovered the evidence. The graph on the right represents Audio/Video evidence which ESS responded out to the field to recover. Both data sets are indicative of added work at both the time of the event, and during the investigative follow-up.

### Staffing Requirements

- Two detectives are projected to offset the ongoing increase in Forensic Audio/Video recovery and analysis, because of surveillance systems becoming more affordable, more ubiquitous, and capable of storing larger amounts of audio and video evidence to be recovered, processed, and prepared for court

# FY 2019 – FY 2023 FCPD Staffing Plan

## **Information Technology Bureau**

### Administrative Assistant III

The Information Technology Bureau (ITB) was staffed with an administrative assistant a number of years ago. As a result of a Departmental reorganization, the administrative assistant position was moved. There is no historical information available to offer insight as to why and where the position was transferred.

The ITB has and continues to grow, as the Fairfax County Police Department's technology needs grow. Current staffing levels are being addressed to fill gaps in support roles with programs already in place and with future technology projects.

As ITB continues to work and grow, administrative tasks have increased proportionally. Presently, ITB staff are required to prepare and distribute documents used internally and externally. All tasks listed in this document have to be performed by technical staff, which keeps them from their primary duties.

The ITB is comprised of two divisions with five sections below. The ITB Administrative Assistant III (AAIII) would provide direct support to the Bureau leadership, as well as the 21 employees who also work within the Bureau.

The duties performed by the AAIII require knowledge of the functions and duties of the various divisions and sections, and the associated policies and procedures. As part of these duties, the AAIII composes correspondence for the Bureau, division, and section leadership. Components of this duty includes, but is not limited to, developing and maintaining division files, both paper and digital, ensuring all document preparation (Standard Operating Procedures, General Orders, Command Staff Memorandums, etc.) is in compliance with the Police Department's guidelines. Once a document is approved for distribution by the appropriate authority, the AAIII is responsible for posting the approved documents to the Police Department's Intranet, as well as ensuring dissemination to the appropriate personnel via email and/or paper copy. To ensure the accuracy and completeness of all documents, the AAIII works closely with the ITB Director and Assistant Director. Constant communication via email, and attendance of meetings is needed for this process. The ITB conducts many meetings in its day-to-day functions. The AAIII attends these meetings and is responsible for documenting and distributing the minutes and any other documents that are produced. Historical archiving of ITB's various types of correspondence (internally and externally) is an essential function.

The hiring and promotion of personnel is a function routinely conducted in the ITB. The AAIII ensures that all Fairfax County Human Resources and Police Department policies and procedures are met when conducting interviews. These duties include preparing interview binders, which contain resumes, interview questions, scoring processes, offer letters, denial letters, and job descriptions. At the completion of the hiring or

## FY 2019 – FY 2023 FCPD Staffing Plan

promotional process, the AAIII collects all pertinent documentation and forwards the paperwork package to Human Resources for retention. The Police Department is committed to conducting fair and unbiased processes in its hiring and promoting of personnel. The function of the AAIII in this process guarantees this.

The AAIII also ensures compliance with timely reporting of both uniform and civilian employee evaluation submissions, and the distribution and archiving of the completed evaluations.

The AAIII would maintain a liaison with administrative assistants from the various bureaus, divisions, and sections within the Police Department. These relationships are important to the Director and Assistant Director of ITB. The AAIII would coordinate meetings, document preparation and distribution, and any other duties as needed by the Director or Assistant Director of ITB. Maintains and coordinates the Director and Assistant Director's calendar. The AAIII is also tasked with coordinating and maintaining the meeting calendars and extending meeting invitations for all divisions and sections. Meeting notes would be prepared and distributed by the AAIII, who is also responsible for archiving meeting minutes and distributing meeting documents, both digitally and in paper format.

The AAIII would also serve as a receptionist for the ITB. Visiting personnel includes Department personnel, staff from other agencies, as well as people from the private sector, such as professional organizations and County contractors or vendors. The AAIII would also receive and screen telephone calls. Calls come in from agency personnel, other County agencies, and private sector groups. The AAIII would need to possess a strong knowledge of the organizational structure of the Bureau, as well as the areas of responsibility of each division and section.

The AAIII would be responsible for ordering all office supplies for the Bureau. Must have knowledge of County procurement requirements and understand the County online ordering processes. Must ensure that the appropriate fund center is charged with orders placed. Order status is tracked, and when received, order completeness is verified. Maintain liaison with section leaders as to their order needs and disposition of orders.

Maintains and updates the ITB rosters and organizational chart. Distributes ITB rosters and organizational chart with other Police Department groups.

The AAIII would also coordinate travel arrangements for the Bureau. Tasked with booking lodging, flight reservations, reserving ground transportation (rental cars, bus, etc.), meals per diem, and conference registrations. Appropriate paperwork is completed in compliance with Police Department travel and training procedures, and ensures the appropriate authority signatures are obtained. Receives paperwork and associated receipts on return from travel and reconciles the travel documentation.

# FY 2019 – FY 2023 FCPD Staffing Plan

## Network/Telecommunications I

This position reclassification request is keeping with the change and expanded responsibilities of the Field Operations Support Section. The responsibilities are in keeping with the class specification of a Network Telecommunication Analyst I (NTAI).

The Police Department ITB is requesting the creation of a NTAI because of changes in the use of new systems for field operations and increasing requests for services. The goal is to provide direct support for interview room video systems, license plate reader systems, in-car video systems, and electronic summons devices.

The Police Department ITB has continually evolved over time with the introduction of new technology systems, as well as expanding computing, mobile and stationary video capturing systems. With the implementation of video capturing systems and other technologies, a position to directly support them was never considered. Presently, a police officer is working overtime to provide support. With the demand for service, this model is not feasible.

As the Police Department ITB incorporates more technology, in both its administrative and operational functions, the demands for a NTAI position has increased in both duties and required expertise.

Presently, the Police Department relies on a police officer working overtime to support the in-car video system. The in-car video system has proven to be critical to the successful prosecution of cases, and has created an expectation from prosecutors and juries that there will be video provided. When the in-car video system was implemented, there was no future planning for appropriate staffing and support of the system. Additionally, the number of vehicles equipped with in-car video has grown substantially. The NTAI would be responsible for ensuring that proper evidentiary standards are being met, by ensuring systems are functioning as intended. The video contained in video systems may be used as evidence in court. As such, the NTAI may be called upon to assist the Network Telecommunication Analyst III (NTAIII) to aid in research and develop policies that are in compliance with the Code of Virginia, record retention policies of the Library of Virginia, and industry best practices. The NTAI will assist the NTAIII with being the custodian of the data, and may be required to appear in court if subpoenaed. The NTAI will be responsible for system security, and the integrity of all video files, and must stay current with any changes in evidentiary procedures.

The Police Department will soon be moving into a new headquarters building that has 23 interview rooms equipped to record interviews, and eight remote monitoring rooms for observation. The video system is comprised of 40 cameras, 52 microphones, and 26 personal computers. Currently the Fairfax County courts and the Commonwealth Attorney's Office rely on all police interviews being recorded by a video system. With the substantial expansion of interview recording, there exists a need for a dedicated position to oversee the maintenance, support, and availability of this technology. One of the NTAI's roles is to ensure interview rooms are on-line and available. The NTAI will be responsible for ensuring proper evidentiary standards are being met. The video contained in this and other systems may be used as evidence in court.

## FY 2019 – FY 2023 FCPD Staffing Plan

The e-summons system is presently being deployed to the Department. The system is comprised of a handheld device to capture driver and vehicle information, a printer to be able to present the violator with a copy of the summons, and wireless connectivity to transmit the data to the Police Department record management system, as well as the General District Traffic Court. The NTAI will provide the support of the devices in the field, and liaison with the vendor and the Department of Information Technology.

The License Plate Reader (LPR) system has been on-line for several years. The system is presently being maintained by a uniform member of the Police Department. The NTAI would assume responsibility of supporting this regionally funded project. On occasion, the NTAI may be called up to assist with the administration of the server systems. It is probable this program may expand in the future.

With continued growth of technical projects and expansion of systems, the need to prioritize technical support for efficient and timely response is critical. The NTAI will be responsible for monitoring the INFRA system to ensure that all requests for technical support are being addressed. One of the duties is to recognize an issue that might require the assistance of the many sections within the Fairfax County Department of Information Technology (DIT). The NTAI will maintain a liaison with these sections of DIT.

With the realignment of the Police Department's ITB, it is recommended that the creation of the NTAI position be approved. With the increase of technology in the Police Department, the duties and responsibilities of support in field operations support requires a trained technology professional. As ever increasingly diverse technologies are introduced, there will exist the need for additional expertise. This position will realign staff positions for better span of control and improve the efficiencies of the Field Operations Support Team.

### Management Analyst III

Under general supervision, performs advanced-level analytic and technical work in the analysis, project management, research and policy development, related to the operations and services of the ITB. The Management Analyst III (MAIII) would monitor, assess, and report on the technology business processes and activities associated with the many business units within the Police Department. This position's duties would include developing, recommending, and implementing plans associated with technology projects, and tracking milestones and budgets in cooperation with DIT, as well as other agencies. The MAIII will identify and document areas for improvement in the performance, quality, compliance, or efficiency of technology operations and services. The MAIII would provide leadership on the evaluation and strategic planning of the Department's technology operations, policies, and activities. The MAIII would plan, lead, and direct large and complex technology projects by acting as the primary liaison for Police Department projects by coordinating agency requirements with other business units in the County Government and elsewhere as needed. The MAIII would provide technical advice and guidance to Police Department managers, and ensure that all technical needs are in compliance with all County procurement processes, to include

## FY 2019 – FY 2023 FCPD Staffing Plan

financial, budgetary analysis, and ensuring budget projections for future maintenance and support. The MAIII would coordinate with DIT to ensure all technology initiatives comply with technical, contractual, and security procedural memorandums and policies.

### Network/Telecommunications I

This new position creation request is in keeping with the Police Department's workforce plan for the reorganization of the Information Technology Bureau.

The Police Department's ITB is requesting this new Network/Telecommunications Analyst I (NTAI) position because of workload and job complexity in the Communications Unit of the Information Technology Bureau. The NTAI would directly assist both police officers in the Communication Unit, Radio Services section, the NTAII in the Communications Unit, Cellular/Wireless device section, and the Police CAD Officer.

The Police Department's ITB has continually evolved over time with the introduction of new technology systems, to include newer complex two-way radio devices and cellular/wireless communication devices.

As the ITB incorporates more technology into operational functions, the demands on the Radio Services Section police officers, and Cellular/Wireless Device Section NTAII has increased in both duties and expertise, requiring more time being spent on duties performed.

Presently, the ITB Communications Unit supports the Police Department by maintaining 1800 mobile cruiser radios, 2500 portable radios, and other specialized equipment to support the Department and partner agencies. In addition, the Communications Unit provides and maintains 647 smart phones, 631 patrol flip phones, 115 pagers, 47 MIFI devices, 45 eSummons handheld devices, and 950 mobile computer terminals (MCT). These technical services are provided by a staff of three police officers, one NTA II, and are supervised by an NTAIII. With the upcoming deployment of smartphones for the eSummons project, the NTAI will assist with maintaining these additional 900 devices.

The NTAI, when required, will assist the two Communications Unit Radio Services police officers with their daily duties and special projects as assigned. These duties include radio talk group programming, designing and programming radio encryption code plugs, the issuance of equipment, updating and troubleshooting of equipment, and maintaining the equipment inventory. Additionally, radio officers maintain interoperability and liaison with other County and outside agencies, research new technologies, work closely with and manage vendors, and procure new equipment. This is all done while staying current on all laws, ensuring FCC compliance, and providing training and mentoring of partner agency personnel pertaining to two-way public safety radio systems.

The NTAI, when required, will assist the Communications Unit Cellular/Wireless Device NTAII with daily duties as assigned. These duties may consist of the programming and issuance of equipment, equipment inventory, and troubleshooting customer's department issued equipment.

## FY 2019 – FY 2023 FCPD Staffing Plan

The NTAI, when required, will assist the Communications Unit CAD Officer. The police officer assigned to the CAD officer position has unique responsibilities pertaining directly to the Computer Aided Dispatch (CAD) system. The NTAI will assist the CAD Officer with the bi-annual Mobile Computer Terminal (MCT) replacement project. The NTAI will also assist in the troubleshooting of MCT issues on a limited basis, as well as assisting in maintaining the MCT inventory.

The Police Communications Unit is a highly technical unit that provides customer service throughout the Department and partner agencies. The NTAI will be a customer friendly individual that can communicate well and listen to feedback to maintain the high integrity of the unit. The NTAI will report directly to the NTAIII, but will take direction from the police officers and NTAII while assisting with assigned duties.

### Information Technology Technician II

Presently, the FCPD's ITB relies on the services of contract staff to deliver Level 1 and Level 2 technology support. The support is comprised of three contract employees who provide support to all FCPD facilities located throughout the County.

With the expansion of technology in FCPD, the demand for prompt technical support has and continues to grow. FCPD's reliance on technology for administrative and operational support is essential to its 24/7 service delivery. All FCPD locations house different forms and types of technology to support their respective mission. Because of the FCPD technology expansion and its need for 24x7x365 system availability, the need was identified for the FCPD ITB to be cross-trained to ensure adequate service delivery and coverage.

FCPD has been relying on contract employees for Level 1 and Level 2 technology support for ten years. On occasions, contract employees have left their positions with their contract employer to seek full-time employment with benefits. When this turn over occurs, it creates gaps in the number of staff available to meet service response requests. This inability to respond to technology service requests has an adverse impact on FCPD ITB service delivery.

Presently, there is an existing Information Technology Technician II (IT Tech II) position within the ITB that delivers support to the field. The requirements for the one IT Tech II position to support the FCPD expanded technology needs proved insufficient, and contractors were brought in to augment support. Because of the complexity of FCPD systems and computing devices, as well as the number of computing devices now deployed, the support needs for the department needs to shift from contracted employees to full-time employees to maintain consistency in staffing.

With the addition of full-time IT Tech II's, redundancy and succession planning can occur with various duties in the ITB. The function of cellular, landline, and personal computing device support is handled by the FCPD ITB. This function is now handled by

## **FY 2019 – FY 2023 FCPD Staffing Plan**

a NTAII. Establishing these IT Tech II positions, ensures needed redundancy for support of mobile devices.

Therefore, it is recommended to ensure adequate technology support, the use of contracted employees be replaced by IT Tech IIs. As ever increasingly diverse technologies are introduced, there will be the need for additional expertise. These positions will improve the efficiencies of the Hardware Management Section of the ITB.

# FY 2019 – FY 2023 FCPD Staffing Plan

## **Major Crimes Bureau**

The Major Crimes Bureau (MCB) was one of three bureaus born as a result of the re-organization of the Criminal Investigations Bureau (CIB). CIB evolved shortly after July 1, 1940, when the Police Department was created. At that time, Chief Carl McIntosh assigned one person, Detective Sergeant Henry Magarity, as the only detective of the Police Department. This 77-year old organizational structure reached the end of its format effectiveness in delivering public safety services through criminal investigations.

Command oversight is a vital function that ensures complex cases are successfully investigated. Twenty-first century criminal investigations require the processing of voluminous amounts of digital evidence, and today's investigations also require keeping pace with emerging technologies. These societal changes require layers of support expertise which were never needed before. Digital evidence is nothing more than ones and zeros if not properly retrieved, stored, analyzed, and interpreted against the crime being investigated. This requires differing skill sets, knowledge, and abilities. Keeping up with societal changes required splitting CIB into three bureaus, the Major Crimes Bureau, the Cyber and Forensics Bureau, and the Organized Crime and Intelligence Bureau.

The Major Crimes Bureau anticipates implementing a structural format which will serve the needs of today's criminal investigations and allow for the flexibility to accommodate emerging technologies, criminal trends, and community safety needs. This new structure will encompass either two or three divisions, which can be achieved in part, through workforce planning.

## **Immediate Staffing Need**

The immediate staffing need for the Major Crimes Bureau is that of one crime analyst. There are currently two crime analysts assigned to MCB. The two crime analysts maintain a workload which is overwhelming. They provide support to all nine sections of the Bureau. Their work consists of analyzing, deciphering and providing clarity of digital evidence. Without this layer of support for criminal investigations, most investigations come to a halt. The capacity to process the enormous volume of digital evidence is severely understaffed. The crime analysts' contribution towards public safety cannot be overstated. In the past eight months, the two crime analysts have provided digital evidence, or data sets, analysis which have resulted in the closure of three homicide cases and countless other violent crimes. The addition of a crime analyst allows for evidence to be analyzed in a more reasonable and prudent time frame. The addition will also provide for a better work load distribution, court preparation, and protection from the burnout factor of the two existing employees. Preparing cases for criminal prosecution is time consuming, as prosecutors, judges and juries now have an expectation that digital evidence will be part of the case evidence. Jurors understand the simplicity of smart devices, but they must be taught however, the

## FY 2019 – FY 2023 FCPD Staffing Plan

complexities, intricacies and challenges in deciphering that data. Crime analysts provide this vital information and fill this gap in the delivery of criminal justice.

Below is the total cases assigned to MCB that the existing analysts support:

Major Crimes Bureau Assigned Cases		
	2015	2016
	# Cases Assigned	# Cases Assigned
<b>Auto Theft</b>	614	553
<b>Child Abuse</b>	347	428
<b>Child Exploitation</b>	1267	1093
<b>Cold Case</b>	59	63
<b>Financial Crimes</b>	992	957
<b>Fugitive</b>	255	104
<b>Murder/Death Investigations</b>	406	403
<b>Robbery</b>	232	231
<b>Sex Crimes</b>	297	270
<b>Totals</b>	4,469	4,102

### Five Year Staffing Need Amendments

The existing FY 2016 – FY 2020 Public Safety Staffing Plan for the Department’s Major Crimes Division currently calls for five (5) positions:

- FY 2016 – One (1) Civilian Investigator (Financial Crimes)
- FY 2017 – One (1) Supervisory Position (Financial Crimes)
- FY 2018 – Two (2) Detective Positions (Homicide & Child Exploitation)
- FY 2020 – One (1) Detective Position (Financial Crimes)

The amended request seeks eleven positions be allocated to MCB between now and FY 2021.

The Major Crimes Bureau seeks to fully staff an evening shift so that response to on-going cases is immediate. For the past 18 months, a trial evening shift has been implemented with existing staffing. This additional shift configuration has been welcomed by all other entities of the Department, particularly by Patrol Division. More importantly, keeping an evening shift configuration aligns with the practices of other

## FY 2019 – FY 2023 FCPD Staffing Plan

support entities and fills an immediate service need gap. In order to fully implement and continue meeting this public service demand, it is proposed to add two detective positions per year, for the next five years to MCB, for a total of ten positions. These positions account for emerging crime trends such as investigating gang violence, opioid overdoses and deaths, cybercrimes, and crimes against children and the elderly.

Patrol and MCB roll call training has increased due to this shift configuration, which has increased information sharing, which leads to faster resolution of crimes, thus enhanced public safety. This best practice is also consistent with CALEA recommendations.

This allows the criminal investigations' workforce culture to start to get accustomed to maintaining a service delivery posture beyond the Monday through Friday, 20<sup>th</sup> century model, which is now outdated and does not keep up with the County's urbanization, and calls for service needs.

Therefore, the amended five-year staffing plan for Major Crimes Bureau is as follows:

<b>Year</b>	<b>Quantity</b>	<b>Need</b>
2017	One (1) Two (2)	Crime Analyst Detectives
2018	Two (2)	Detectives
2019	Two (2)	Detectives
2020	Two (2)	Detectives
2021	Two (2)	Detectives

### Conclusion

Incremental investments towards crime fighting through criminal investigations is a public safety necessity. This amended five-year staffing plan coupled with work force planning allows the Department to deliver some of the best public safety service in the nation.

A strategic analysis reveals the need to keep adding the revised mentioned positions to MCB in an effort to keep fighting and preventing crime for the citizens of the County.

# FY 2019 – FY 2023 FCPD Staffing Plan

## **MEDIA RELATIONS BUREAU**

### Total Number of Positions Requested

Three Total Positions:

- FY 2018 - Two public information officers (Media Relations Bureau)
- FY 2018 - One civilian information officer (Media Relations Bureau)

### Position Description

Public Information Officers (PIOs) are sworn officers assigned full-time to the Department's Media Relations Bureau, who work under the auspices of the Director of Media Relations. PIOs are responsible for arranging and assisting at news conferences, facilitating access to Department personnel for interviews, providing guidance to personnel and media regarding interview guidelines which conform to Departmental policy, and developing informational and public education programs for dissemination to the media and general public. Furthermore, PIOs are responsible for maintaining media relations and going to scenes to gather information about incidents as they unfold.

### Justification and Data

Consistent with the Department's mission to promote transparency and real-time updates as they happen to the public, PIOs have further taken on the role of serving as leaders on social media platforms in police work. The Police Department has recently sought to utilize popular social media platforms such as Facebook, Twitter, YouTube, and Instagram to socialize our message with the community and provide up-to-the-minute updates on police-affiliated incidents as they occur. Social media also plays a primary role in posting crime prevention tips, live tweets from ride-alongs with patrol officers, wanted posters, information on missing children and endangered adults, updates on investigations of interest to the public, officer profiles and information pieces, and daily updates on various crimes and events. Accordingly, the Department's Facebook page currently boasts over 54,700 followers, while the Twitter account has over 224,000 followers. Many of these followers interact on both a daily and nightly basis with PIOs, asking questions that require prompt follow-up and ongoing dialogue. The emphasis on social media has pushed the Department to the forefront of community policing standards, and has created prompt and immediate interaction with the individuals we seek to serve.

With this newly placed emphasis on social media interaction, MRB has not neglected its primary mission to be the first to share information with both the media and general public for any incidents that have an impact on public safety. PIOs are engaged in frequent collaboration with members of both the Criminal Investigations Bureau and

## FY 2019 – FY 2023 FCPD Staffing Plan

station criminal investigations sections to provide information, photos, and details of crimes and incidents. There is a constant emphasis placed on highlighting the Department's daily activities, special projects, and work of our officers.

In the October 8, 2015, Ad Hoc Police Practices Review Commission Report, of the many recommendations made were those that suggested the Police Department seek to devote "more effort to sharing day-to-day information of police activity with the public." Specifically, the report suggested the Department "fund and employ 24/7 PIO staff in the central public information office" and additionally assign "PIO staff to each district station." Since that recommendation, no new PIO positions have been created to comply with this request.

MRB's operating hours currently run from 0800-1700 hours, and these requested positions are vital towards maintaining our community relationships and providing timely updates on police-affiliated incidents to members of the media. In a county of over 1.1 million residents, these positions are vital to ensure that we are able to best answer their inquiries on a 24-hour basis.

In the current policing environment, with community members offering constant scrutiny of police action and practices, and posting uploaded video recordings of police officers on social media networks, it is critical that police departments remain open, transparent, and timely about police activity. Providing timely updates on individual cases to the public demonstrates transparency and helps members of the public understand police practices and procedures. Consistent with this effort, the MRB needs sufficient staffing to ensure that the message being pushed out to the public never falters and remains steady.

The addition of two additional PIOs to handle the constant media requests that MRB encounters will allow ownership of individual PIOs of particular events and promotional messages. Furthermore, the adding of one civilian information officer whose primary role will be to focus on social media messaging, will free up many of our PIOs for field work and timely response to critical incidents. As it currently stands, only one PIO stands on-call on a daily basis, leaving that person responsible for breaking events that occur anywhere in the County. Fully supporting a larger staff of PIOs is crucial to ensure that regardless of the time or day, the Department has a messenger for the public when events occur anywhere in the County.

# FY 2019 – FY 2023 FCPD Staffing Plan

## **OPERATIONS SUPPORT BUREAU**

### **SPECIAL OPERATIONS DIVISION**

#### Four Full-Time SWAT Officers

#### Position Description

SWAT officers respond on critical incidents, such as high-risk warrant services, active shooter events, barricades, VIP security details, and provide advanced tactical training to the Department. They also provide education to the public, businesses, and County Government on active shooter preparedness. These officers are trained to operate specialized weapons and vehicles, and they have received training as crisis negotiators to resolve high-risk incidents.

#### Justification and Data

The Fairfax County SWAT Team is comprised of twelve full-time members. This staffing model was based off a 1970s concept for the number of officers required to surround and contain a standard residential single-family dwelling. Fairfax County has changed substantially since the 1970s, with larger single-family dwellings, high-rise structures, and mixed-use facilities. The full-time SWAT Team can be augmented by utilizing supplemental SWAT (D-SWAT) personnel, but they are not trained to the level of the full-time team.

SWAT does not have adequate staffing to cover a critical incident in a high-rise building, as the staffing model was not designed for this type of response. High-rise, mixed-use, and multi-family dwellings require additional officers for containment, cover, observation posts, etc. Currently there are 266 buildings of seven or more stories in the County, and at least 24 additional high-rise buildings (ranging from 10 to 30 stories) planned in the Tysons area.

The National Tactical Officers Association (NTOA) standards revised in 2015 recommend 26 SWAT officers for a Tier1 team and 19 SWAT officers for a Tier2 team. A Tier1 team can conduct a preplanned or deliberate hostage rescue or respond on two simultaneous critical violent events. A Tier2 team can conduct an emergency hostage rescue or respond on one critical violent event. Based on the NTOA standards, which represents the industry best practice, the FCPD SWAT does not meet the Tier2 standard. The current environment makes it necessary to have the capability of deploying SWAT to address simultaneous violent attacks on our citizens.

We currently have ten full-time SWAT officers, two full-time SWAT supervisors, and three D-SWAT on-call officers, for a guaranteed total of 15 SWAT officers for a major event. Four additional D-SWAT officers are in a constant standby status and may or may not be available to respond. Operationally, SWAT is short staffed on each critical

## FY 2019 – FY 2023 FCPD Staffing Plan

case deployment per the 2015 NTOA standard, and needs to gradually expand to meet the Tier1 standard while meeting the Tier2 standard as soon as possible.

Additionally,

- Our staffing model has not changed over the years, as technology has made operational changes. For example, officers are now using complex technology such as robots that did not exist in previous years
- Rotating SWAT officers around at a critical scene has serious operational/safety concerns (roles, weapons, communications, cover, officer safety risk, etc.)
- Extra positions available for relief due to time/fatigue or weather do not exist, posing safety risks
- The capability for multiple operational periods does not exist, and there is limited capability to split the team and deal with multiple incidents
- Additional full-time positions are needed to focus on specialty skills. Currently, there is a lot of cross-training, but this does not develop the high level of expertise possible if an officer were to focus their training time (i.e., sniper, spotter, breacher)

The addition of four more full-time SWAT officers would meet the Tier2 NTOA recommendation of 19 SWAT officers.

### One SWAT Supervisor (Sergeant)

#### Position Description

The SWAT sergeant supervises members for the full-time SWAT team and supplemental SWAT team (D-SWAT). This supervisor leads operations and must meet all the physical, tactical, and shooting standards of a SWAT officer. In addition, this position must supervise the squad, plan operations, and coordinate with federal, state and local teams, and plan and document training on top of the normal administrative tasks of a police supervisor.

#### Justification and Data

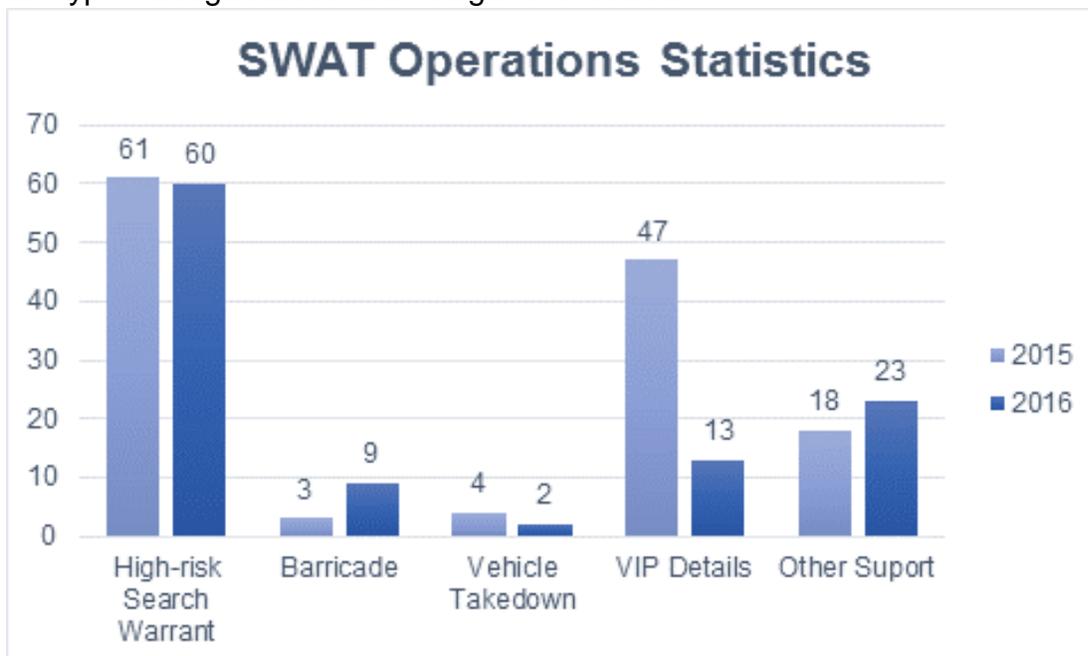
The 2015 revised National Tactical Officers Association (NTOA) standards define a Tier1 SWAT team as 26 SWAT officers and a Tier2 SWAT team as 19 officers. Currently on a SWAT deployment we have ten SWAT officers, three SWAT supplemental officers, two SWAT supervisors, and four supplemental SWAT officers, who may be available, in a constant standby capacity. This results in a very high officer to supervisor ratio on a critical event, where often the ability of a supervisor to move around a scene safely is limited. This staffing plan also requests four additional full-time

## FY 2019 – FY 2023 FCPD Staffing Plan

SWAT officers, and will impact the supervisor to officer ratio further. The need is clearly present for direct oversight, supervision, and direction. Both the PFM study and the Ad Hoc Commission endorses a lower supervisor to officer ratio, especially in critical roles; therefore, one additional sergeant position is requested.

- Critical events require immediate action with highly trained supervisors for oversight, risk mitigation, and with a lower span of control
- Succession planning and operational coverage are challenged with the current number of supervisors
- SWAT supervisors must meet the same qualification standards as SWAT members, reducing the amount of time available for administrative duties
- An additional SWAT sergeant would allow one sergeant to focus on operational planning, and the other to focus on training planning and documentation, which could include departmental active shooter training
- We do not have the capability for multiple operational periods, particularly at the supervisor and commander level
- We have limited capability to split the team and deal with multiple incidents, this would help to address that deficiency

The SWAT supervisor must coordinate all planning with the investigating entity. A SWAT supervisor must independently verify all search warrant plans, including a site visit, to ensure the safety of both the public and SWAT team. The below chart depicts the types of high-risk events assigned to SWAT:



# FY 2019 – FY 2023 FCPD Staffing Plan

## **SPECIAL OPERATIONS DIVISION**

### One Operational Medical Director (OMD)

#### Position Description

Under executive leadership, provides direction, supervision and oversight to all Department EMT/paramedics, medical operations, and quality assurance activities; and performs related work as required. Medical operations encompass the following current major programs and any future similar programs: Continuing Medical Education (CME) program, Special Operations Medical Program (SOMP), and Tactical Emergency Casualty Care (TECC) program. Quality assurance activities include testing, evaluation, and review of medical equipment. It also includes managing PPE protocols, oversight and review of significant medical exposure, injury events, medical safety notifications, and information dissemination needed for officer safety or other purposes. There are also quality management reporting requirements that must be satisfied.

#### Justification and Data

The Operational Medical Director (OMD) was created in March of 1991 to provide oversight and medical education to the Helicopter Division paramedics. Since that time, the responsibilities of the OMD have grown to include managing 22 EMTs and 11 paramedics, as well as the TECC and Narcan programs that are part of the Special Operations Medical Program (SOMP). In addition, countless hours are annually spent attending Department and regional meetings, as well as responding to emergencies such as dive team recovery operations, CDU deployments, hostage/barricade situations, and active shooter situations. See MOU dated September 2017.

Currently, there are three volunteer members of the OMD who manage the SOMP; two emergency physicians and a physician assistant (PA). Other than covering the insurance and gas for the PA, none of the individuals earns a salary for their work on behalf of the Department. Each year, the time commitment required to meet the increasing responsibilities of this state mandated position has grown exponentially, and it is no longer realistic to expect these individuals to continue providing this essential service without a full-time compensated position. In addition, the PA, who provides more service time than the physicians, will likely be retiring sometime in the next two to three years. With the medical director position becoming a full-time salaried role, the opportunity will be available for the medical director to meet the current responsibilities, as well as participate in other Department related activities involving member health, such as the infectious disease program and safety officer program.

The current responsibilities of the operational medical director are:

- Provide oversight for the medical care provided by the growing number of

# FY 2019 – FY 2023 FCPD Staffing Plan

department EMTs and paramedics

- Coordinate the initial and continuing medical education (CME) provided to SOMP (EMTs and paramedics) personnel, patrol officers, and specialty teams
- Provide administrative direction for the Department's emergency medicine program, including devising/approving treatment protocols, managing quality assurance/improvement activities, attending Department and regional meetings, and providing SME recommendations to command staff
- Evaluate and make recommendations for the adoption of all medical care equipment for use by Department personnel
- Manage the Narcan and TECC program, including approving instructional materials, scheduling classes, data collection, and review
- Serve as medical SME in the development of significant incident planning at a single agency or multi-agency level
- Respond to major incidents to provide consultation and/or participate in patient care activities when required

The role of the OMD has expanded to address the needs of the agency since its inception. At its core, the OMD position is designed to ensure the Department's EMT and paramedic personnel maintain a level of medical proficiency through continuing medical education that ensures the ability for these EMT/paramedics to practice under a certified physician's medical license. The creation of the Director of Medical Operations position will ensure a consistent training standard, ensure our continued ability to conduct medevac missions, provide tactically and medically trained officers to assist during high-risk operations, and coordinate training and information to agency personnel regarding a myriad of medical concerns such as, appropriate PPE protocols, infectious disease exposure, opioid epidemic, etc.

## **SPECIAL OPERATIONS DIVISION**

### Two Canine Handlers – Police Officers

#### Position Description

Canine handlers are sworn police officers who are partnered with a Police Service Dog (PSD) and/or bloodhound, and work as a team to support the investigation of crimes, track persons, search for property/narcotics/persons, and apprehend suspects. Canine

## FY 2019 – FY 2023 FCPD Staffing Plan

handlers respond on critical incidents such as high-risk warrant services, active shooter events, barricades, missing/endangered persons, robberies, burglaries, and drug offenses. In addition to the utilization of their canine partner, these officers also provide access to specialized equipment and training to serve in a support capacity for patrol operations.

### Justification and Data

The K9 Section is comprised of:

- Three supervisors and 12 officers (divided into two squads)
  - One (1) second lieutenant
  - One (1) sergeant / six handlers (A-Squad)
  - One (1) sergeant / six handlers (B-Squad)
- Each squad has a handler with additional responsibility as the squad trainer
- Three of the twelve handlers also have dual responsibility as a PSD and bloodhound handler
  - Three bloodhounds
- Four canine handler teams have been specially selected and trained to assist SWAT in addition to their normal duties
  - Four SWAT K9s
- The K9 supervisors must handle all of the normal administrative duties and leadership responsibilities of a sworn supervisor, and handle calls for service similar to the other canine teams
- K9 sergeants count toward minimum staffing requirements, and the K9 second lieutenant fills in to cover vacant shifts as required
- K9 minimum staffing is:
  - One-day, two-evenings, two-midnights
  - Allows one officer to be off on leave, etc., per day, as long as the sergeant can cover the street

Below are data showing calls for service and OT hours to backfill minimum staffing:

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017 (to date)</b>
<b>K9 responded events</b>	3122	3062	3147	Not avail yet
<b>K9 deployments</b>	1566	1220	1165	
<b>K9 staffing OT (hrs.)</b>		704	984	696

- K9 Staffing considerations:

## FY 2019 – FY 2023 FCPD Staffing Plan

- Leave, injury (handler and/or canine), MIR, other training, insufficient vehicles, and canine basic schools
  - Canine Basic School – two handler/instructors, 14-18 weeks of training/instruction per school, average one school per year
- Comparison to normal patrol squad functions:
  - Average patrol squad is 12.2 officers, or 36.6 officers per district, per day
  - Average minimum staffing for patrol squads is 10 officers per shift, or 30 officers per district, per day
  - Available to backfill for 90STF:
    - Patrol has between 586-772 (including SRO, CPO, CIS) per day
    - Canine has a maximum of 8 (including supervisors)
- Comparable jurisdictions:
  - Montgomery County, MD Canine Section (20 teams)
    - Three sergeants, sixteen handlers, and one dedicated trainer (set)
  - Prince George's County, MD (20 teams)
    - Three sergeants, fourteen handlers, and three dedicated trainers (one-sergeant, three-cpls)
    - In both jurisdictions, supervisors (sgt & cpls) only backfill as needed
- K9 routinely responds to calls for service, often from great distances, as the section covers the entirety of the 396 square miles of the county with a minimum staffing level of one on day work, two on evenings, and two on midnights
  - Response times are increased as so few K9 Handlers are deployed
  - Officer and citizen safety is decreased, as K9 Handlers are requested to drive great distances with an expedited response
  - On numerous occasions, K9 is requested for a drug sniff, but then told to disregard, as they cannot comply with Dickerson v. Commonwealth, noting an *“Investigatory stop cannot be extended past the time necessary to deal with the purpose of the stop.”*

### Two Explosive Ordnance Disposal Technicians (Officers)

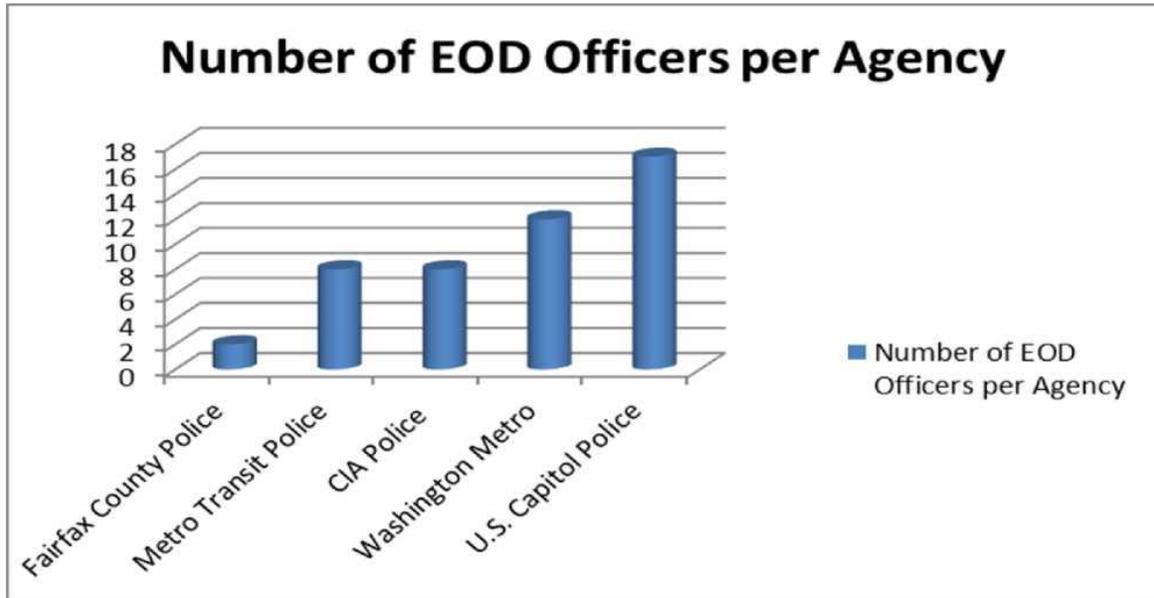
#### Position Description

Explosive Ordnance Disposal (EOD) Technicians respond on suspicious events where explosive or otherwise hazardous packages, munitions, or devices have been located. The EOD Technician will determine the threat to public safety, recommend appropriate evacuations zones, and then render safe the device, transport the device to a disposal location, and then destroy or dismantle the device. They provide security sweeps with explosive detecting dogs at public venues, mass transit sites, and in VIP security details. They serve as liaison with the Fire Department HAZMAT, FBI EOD teams, and other EOD teams in the NCR.

# FY 2019 – FY 2023 FCPD Staffing Plan

## Justification and Data

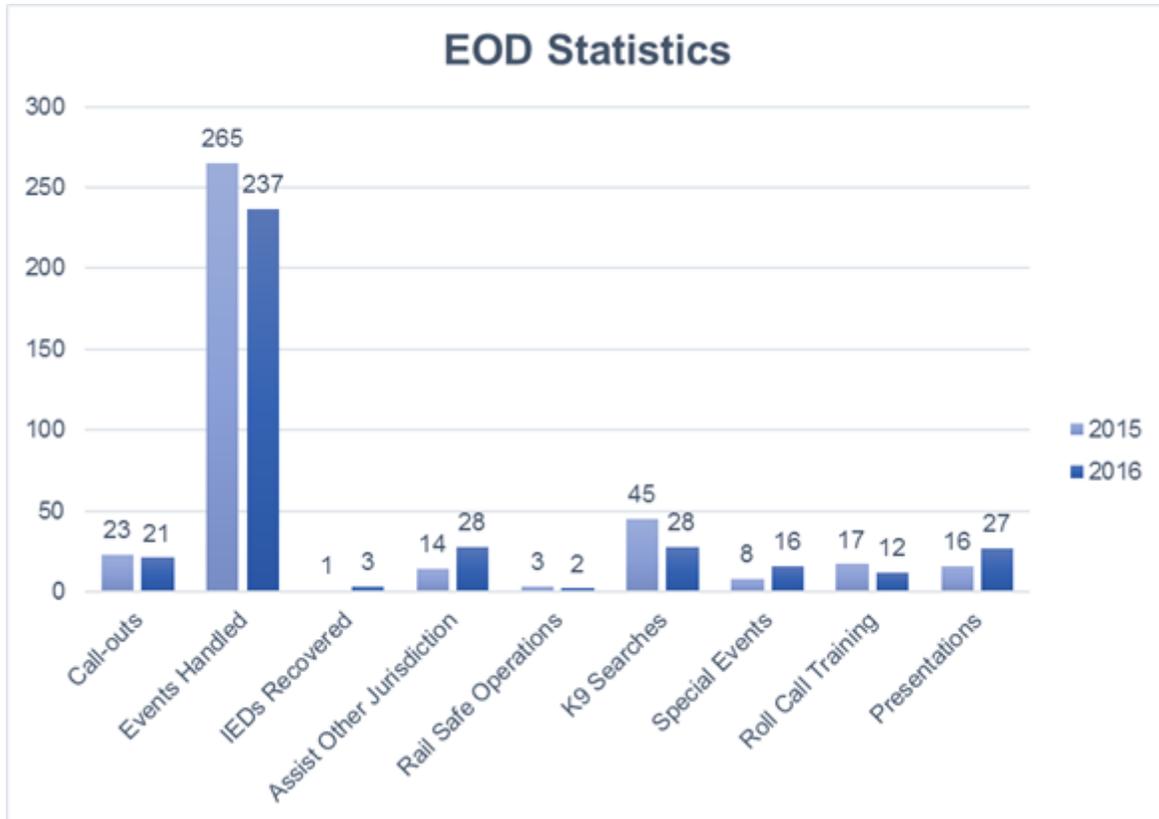
In 1981, EOD was formed with two full-time EOD Technicians; 36 years after the creation of the unit there are still only two full-time technicians. It takes approximately 18 months for an officer to become EOD certified. Current EOD full-time staffing is well below other agencies in the Metro region, as depicted by the following chart:



It is difficult to compare to other Maryland localities, such as Montgomery and Prince George's County, as units within their Fire and Rescue Departments investigate all EOD events.

Technology has also impacted EOD officers, as their tools and the threats they deal with have advanced dramatically. The use of robots and high-resolution X-rays have increased safety, but require training that is more advanced. Currently, two EOD Technicians must respond on every call per protocol. Once the EOD Technicians arrive on the scene, the examination of the device takes longer because of the range and complexity of equipment. The typical incident lasts between two and six hours.

## FY 2019 – FY 2023 FCPD Staffing Plan



Adding two additional full-time EOD Technicians would provide the County with the resources required to handle two bomb/explosive events simultaneously. The full-time EOD Technicians are also EOD canine handlers. The EOD canine capability is critical in protective sweeps at large public events and mass transit sites. EOD canines regularly do sweeps at Metro stations. Adding another team would expand our ability to conduct safety sweeps.

Urbanization brings its challenges as well. With the new Silver Line, comes a workload increase:

- Initial construction of the Silver Line included new Metro stations, three in Tysons and two in Reston
- Three additional stations are planned in Fairfax County as the Silver Line continues to Dulles Airport, along the Dulles Toll Road

With the projected real estate growth in the County, it is anticipated that there will be an increase in EOD events and service requests:

- 19 million square feet of additional office space at Tysons will result in more businesses scanning their mail, and this will increase calls for suspicious packages that require an EOD response.

## FY 2019 – FY 2023 FCPD Staffing Plan

- Response times may increase with vertical growth and increased traffic congestion. This may hinder a rapid tactical response. There are currently 24 additional high-rise buildings planned for Tysons.

With recent terrorist threats, both domestic and international, the threat to our community is real and should be a significant factor to justify increasing this unit. Fairfax County's nexus to Washington D.C., combined with heightened terrorist activity, increased office space and rail systems, the need for 24/7 response, combined with the fact that every response requires two EOD technicians, support the request to expand EOD capability by two officers (one team). This unit has not increased for over thirty-five years, and it is recommended this unit increase by two officers to ensure officer safety, as well as the safety of all within Fairfax County.

### One (1) Crime Analyst

#### Position Description

Under general supervision, using advanced and specialized qualitative and quantitative techniques and applications, extracts, collates and analyzes data on reported incidents of crime, disorder, interruptions to quality-of-life, offenders, victims and police operations in order to identify patterns, trends and problems; identifies and supports crime prevention and reduction strategies; conducts open source research and engages in information sharing toward the end of identifying offenders, linking cases and supporting successful prosecution; analytical lead on serial, high-profile or complex investigations; provides technical support and training to crime analyst Is; represents the Crime Analysis Unit and Police Department as a subject matter expert on Department or County-wide projects and endeavors.

#### Justification and Data

The Special Operations Division (SOD) crime analyst will work with all divisional units to provide operational support, resource allocation and tracking, as well as serve as a member of the response team on critical incidents for intelligence gathering. The analyst will prepare operational threat assessments, digitize and catalog after-action plans and building floor plans, prepare demonstrative evidence, conduct administrative statistical analysis regarding operational patterns and resource allocation, and prepare routine and ad hoc statistical reports and summaries

In support of the SOD, the analyst would track over 700 search warrants a year, and provide data and risk analysis on approximately 80-100 search warrants which are deemed high-risk. These high-risk warrants, each in excess of over 100 man-hours of work that are required prior to the service of the warrant. The work performed by the crime analyst is critical in mitigating risks and providing data for proper operational planning. An SOD crime analyst would ensure consistent analysis on all threat assessments. The analyst will search criminal databases, open source data, County

## FY 2019 – FY 2023 FCPD Staffing Plan

records, and state records for data on the suspect and location in an effort to gather full information prior to a high-risk warrant service. This risk analysis process has been supported by both the Police Executive Research Forum and the Ad-Hoc Commission as a way to mitigate risks and ensure the correct police resources are utilized in the correct manner. Once the warrant service is completed, the analyst would record and provide quarterly summaries on all after-action data.

### **OPERATIONS SUPPORT BUREAU**

#### Two (2) Station Logistics Technicians

##### Position Description

Responsibility and oversight for the overall operational readiness of vehicles, equipment, and supplies at the assigned district station. Oversees and manages the vehicle fleet in order to facilitate the readiness and needs of the district station. Maintains the equipment and supplies to promote the efficient and effective operation of the station. Maintains a database of all maintenance, service and repair records. Receives, inventories, and inspects station resources and property to ensure operational readiness. Maintains knowledge of vehicle operations and maintenance problems. Arranges for repairs and maintenance for vehicles. Monitors inventory of station supplies and ensures stock is replenished, as necessary. Oversees maintenance and repair of tools and other items that facilitate the operational readiness of the district station. Archives documents and maintains up-to-date file log on supplies, ordering, and accountability for easy retrieval.

##### Justification and Data

The Operations Support Bureau (OSB) is based out of the Pine Ridge facility, and is currently scheduled for a full remodel. There is also a projected realignment of the Animal Protection Police (APP) from within the Patrol Bureau to the OSB, coinciding with the building renovation. This would create four divisions within OSB with no logistical support, when each patrol division has such logistical position. Currently, these duties are split within the divisions and fall to sworn officers and take time away from their specialty duties. OSB is also responsible for the command and specialty support vehicles of the Department that represent a large financial investment, require regular inspection and testing, and are a critical asset for the County. With the inclusion of APP, OSB will have over 220 vehicles, representing twice the number of vehicles assigned to a district police station. All of these vehicles must be coordinated for preventative maintenance, repairs, accident repair, state inspection, emissions testing and updated registration stickers. Based on the workload being double that of one district station, the request is made for two positions.

# FY 2019 – FY 2023 FCPD Staffing Plan

## **HELICOPTER DIVISION**

### One Helicopter Division Officer/Medic

#### Position Description

The officer/medic assigned to the Helicopter Division is a police officer who is licensed as a paramedic, with approximately one year of advanced medical training. This officer acts as a member of the Helicopter Division's flight crew to provide medical care during medevac calls for service. A select group of these medics (TAC Medics) is also called on to assist with specialized high-risk events, such as search warrants, barricades, EOD, and Dive Team events. They provide a critical safety element on these high-risk events by providing access to immediate advanced medical treatment for officers or citizens while in a hostile and unsecured scene.

#### Justification

Best practice requires a medic on all high-risk event types; however, the Helicopter Division officer/medic staffing was never funded with an increase in staffing to account for these additional mandated duties. Historically, the Helicopter Division's first-line supervisor position was utilized to supplement medical staffing. This approach was convenient when the sworn police supervisor who served in that capacity happened to be paramedic certified. However, the current first-line supervisor is not paramedic certified, and it is not practical or feasible to have future first-line supervisors trained to that advanced level of medical care.

When non-planned high-risk incidents occur and a medic is required, the on-duty Helicopter Division medic is tasked with addressing the event. When this occurs, the helicopter cannot fly a medevac mission due to lack of required personnel on the aircraft (pilot and two flight officer paramedics).

The agency's directive to enhance the "Culture of Safety" required changes to the Special Operations Division's (SOD) SOPs and has added safety requirements, which mandate a medic on most SOD events, to include SWAT and EOD training events that occur on a weekly basis. This change was never funded with additional staff and is an issue that disrupts Helicopter Division operations on a regular basis.

During 2016, there were 35 instances where two medics were required for simultaneous high-risk events. This means both an on-duty and on-call medic were utilized at the same time on different events.

In CY2016, the medic was used outside the Helicopter Division for 124 events. These events are high-risk events that require a medic for life safety reasons and represents a 27% increase over 2015. Eight months into 2017, the medics have been present at 104

## FY 2019 – FY 2023 FCPD Staffing Plan

events, or an 18% increase over 2016. The demand and workload for this position has grown substantially, and should be officially supported by staffing a full-time position.

### **TRAFFIC DIVISION**

#### **Two Motor Unit Sergeants**

##### **Position Description**

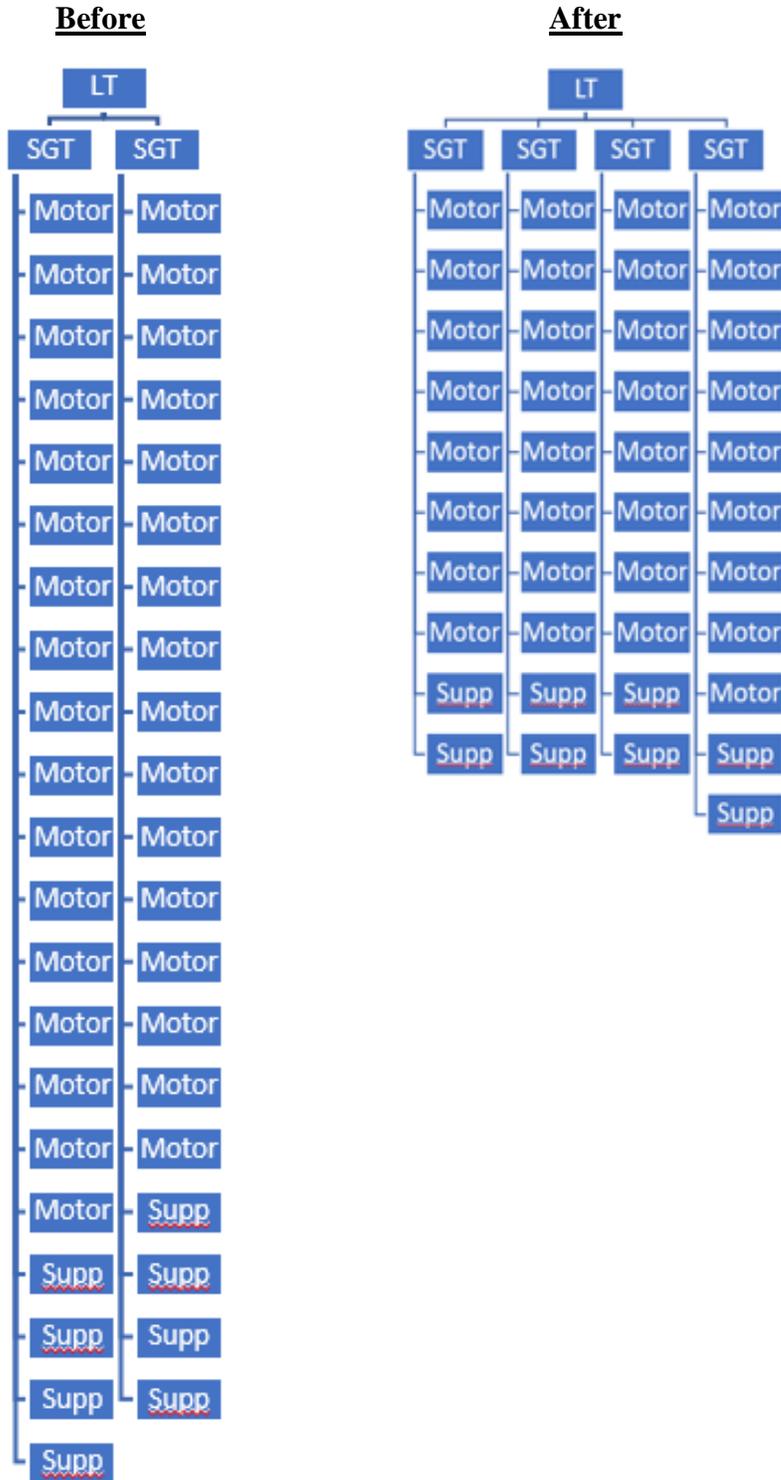
Sergeants assigned to the Motor Squad serve as the squad leaders, directly supervising day-to-day operations of the Motor Squad. The Motor sergeant must also maintain riding certifications and proficiency, and directly supervise field operations (i.e. traffic incidents, large escorts, etc.). Currently, the motor squad's authorized staffing is 29 officers, two sergeants, and one second lieutenant. Additionally, the motor squad is authorized eight supplemental officer positions. Currently, the motor squad is split into two squads consisting of 15 and 14 officers respectively. Each sergeant directly supervises a squad, and the motor second lieutenant supervises the unit as a whole. The two squads rotate day/evening hours with their supervisor, and the second lieutenant adjusts to fill in supervisory vacancies as needed.

##### **Justification**

Motor sergeants have far exceeded the recommended span-of-control ratio for first responders. Motor sergeants supervise officers working County-wide, or eight times the size of any one district station, and this greatly limits their availability at times. Any time a sergeant takes leave, their absence causes impact to the supervision of the entire motor squad due to the limited supervisory staffing. In 2017, the Motor Squad lost a sergeant to promotion, and after two failed processes, and one candidate failing out of motor school, the position was left vacant for eight months. This vacancy caused the remaining two motor supervisors to have to work mandated overtime to cover the entire operating shift, and limited their ability to take leave at times. Regularly, the Motor Squad is called upon to assist the Secret Service in Presidential escorts or to augment other squads and jurisdictions for priority functions. This requires the on-duty motor supervisor to cease all other job duties and focus on the impending request, often for one or multiple shifts. The current supervision model often leaves the on-duty motor officers with a void in supervision while this priority task is completed.

By adding two sergeant positions to the motor squad, we would break the unit into three squads of seven and one squad of eight. While this number still exceeds national recommendations for span-of-control, we believe that it would provide ample supervision and backfilling capabilities for this specialized unit.

# FY 2019 – FY 2023 FCPD Staffing Plan



# FY 2019 – FY 2023 FCPD Staffing Plan

## **ORGANIZED CRIME AND INTELLIGENCE BUREAU**

OCN current supervision: One captain, one lieutenant, three second lieutenants, and four sergeants.

OCN currently consist of two Narcotics Squads, one Street Crimes Unit, and one Asset Forfeiture Unit.

- Each Narcotics Squad is supervised by one second lieutenant and one sergeant
- The SCU is supervised by one second lieutenant and two sergeants
- The Asset Forfeiture Unit (AFU) does not have a supervisor

Needed positions regardless of rank restructure:

### **Sergeant for AFU**

- AFU is comprised of three detectives, the goal is to expand to six detectives.
- AFU processes over \$1,000,000 per year, and as such should have a dedicated supervisor
- Liaison with DCJS, other jurisdictions, CWA, banks, task force agencies
- Keeps track of DCJS disbursements
- Oversight of about 75 seized vehicles per year
- Oversight of 50-60 money laundering criminal investigations per year
- Provides FCPD training on court processes

### **AFU Accountant**

- The County auditor has recommended a dedicated accountant for OCN. Currently there is no one with formal financial training to keep track of OCN accounting records
- This involves tracking confidential funds, court ordered restitution, court ordered seizures, and court ordered forfeitures
- Conducting monthly audits, unscheduled audits

# FY 2019 – FY 2023 FCPD Staffing Plan

## **CRIMINAL INTELLIGENCE DIVISION**

CID current supervision: One captain, one lieutenant, three second lieutenants, and two sergeants.

CID currently consists of:

- NVRIC: Supervised by one second lieutenant
- FCPD Gang Unit: Supervised by one second lieutenant and one sergeant
- NVRGTF Gang Unit: One second lieutenant (plus one task force detective) – this was missed from the last report, existing positions
- CIU: Supervised by one second lieutenant and one sergeant

Additional positions regardless of rank restructure:

### **Operations Sergeant – NVRIC**

- The NVRIC has seven contract analysts, one County analyst (the chart only lists eight positions for analysts, we also have two State Police analysts), one FRD analyst, and one DHS analyst
- Span of Control:
  - The NVRIC supports the entire Northern Virginia Region and NCR for intelligence bulletins, intelligence products, threat analysis, TSC hits, outreach and training
  - Attends regular intel meetings at WFO in DC, VFC in Richmond, weekly and monthly intel briefings at COG, and also meetings in Fairfax
  - Provides internal and external communications on intel products and SIT AWARE messages
  - Meet and maintain relationships with contractors for intelligence technology purchases and future purchases and attend meetings for new products
  - Meet with DHS to maintain the Fusion Center grant and relationship with DHS to ensure oversight on the fusion center functions that need to meet DHS requirements for funding
  - Conduct the Annual DHS Fusion Center assessment that is grant required
  - Meet with the Fusion Center advisory board
- This will give the NVRIC one operational Sergeant who will provide daily supervision of the analysts, their products, review intel reports for assignment to NVRIC detectives, and oversee training for the analysts to ensure they meet their DHS requirements

# FY 2019 – FY 2023 FCPD Staffing Plan

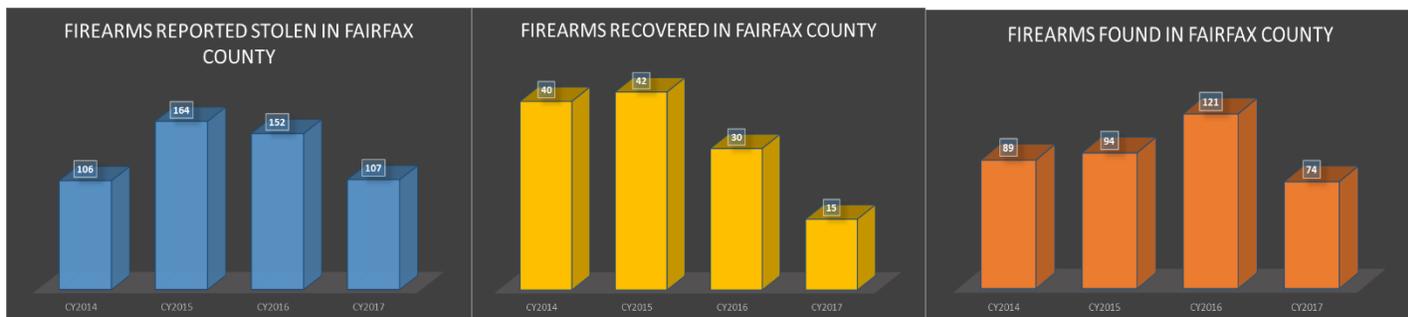
- Currently when the NVRIC second lieutenant is away, there are limited people that can backfill into the role due to FBI security clearance requirements
- Yearly the NVRIC is handling about 1,000 various requests per year
- This follows the same supervision model as a patrol squad

## Operations Sergeant - CID

- CID needs a supervisor to provide oversight for five CID detectives that investigate terrorism, dark net, provide liaison with federal investigations for terrorism, investigate deviant groups, and various threats made by individuals
- Based on the number of investigations, this has to be separated from the NVRIC for span and control. CID is operations and investigations. The NVRIC is analytical and needs its own supervisors.
- This supervisor needs to be operational to oversee surveillance, search warrants, arrests, and liaison with federal partners such as FBI Counter Terrorism Unit, HIS, ATF, and State Police
- This supervisor will also provide supervision for the Fairfax County JTTF representative
- This provides both a CID and NVRIC operational supervisor for the two distinct missions, with a watch commander oversight
- This follows the same supervision model as a station patrol squad

## Detective – Gun Investigator

There is not a central point of investigations on gun crimes in the FCPD to ensure consistency and follow-up on investigations/search warrants and appropriate criminal charges. Stolen guns, lost guns, and criminal arrests for felons carrying guns all lead to other more serious crimes. Between 2014-2016, there were 359 gun related felony arrests. Approximately 150 guns are stolen every year, and 130-150 found/recovered firearms every year. This is clearly an area that would benefit from further investigation and a central point of coordination. This position would report to the CID Operations Sergeant.



# FY 2019 – FY 2023 FCPD Staffing Plan

## **Patrol Bureau**

### **Community Outreach Resource Team (CORT)**

The Fairfax County Police Department (FCPD) Patrol Bureau has eight district police stations. Currently, each district station has one Crime Prevention Officer (CPO).

Community outreach is a critical pillar in building and maintaining public trust with law enforcement. FCPD has taken tremendous strides in strengthening our community partnerships through continued engagement with our diverse community. As we have worked to increase our engagement through the years, our full-time district staffing has not increased to support this effort. As such, we are forced to utilize resources on a part-time basis or temporary basis. To maximize our engagement efforts, we need to create a Community Outreach Resource Team (CORT) at each district station. This team would require new positions, but would also reorganize existing staff to round out this team. The CORT would include existing CPOs, Crime Analysts, Victim Services Specialists, and the new proposed positions of Community Outreach Officer, Public Information Officer, and Youth Education Officer.

Recommendations from the Police Executive Research Forum (PERF), Fairfax County Ad Hoc Police Practices and Review Commission (Fairfax Ad Hoc), Communities of Trust (COT), and the President's Task Force on 21st Century Policing final report all came in **after** the current five-year plan was developed. Fairfax Ad Hoc and COT, in particular, stated that the FCPD needs positions to engage in full-time outreach efforts. Spread out over five years, this plan will request a total of three police officers per station and one sergeant per station, including the future South County. This team will be full-time, focused on community outreach and youth engagement efforts, including recruitment, Explorers, and elementary school presentations. This team will also be Public Information Office trained to assist with district-level media relations.

With the much-needed funding for the Community Engagement Team, we can create a model program that could be used throughout the country for the most fundamental of concepts in community policing; positive interaction with the public, and the police.

A summary of the current and projected needs for the new Community Engagement Team is included for review. A prioritization schedule is proposed, along with a brief justification statement for the requested positions.

### **Staffing Priorities**

8 Community Outreach Officers	FY 2019
8 Youth Education Officers	FY 2020
8 Sergeants	FY 2021
8 Public Information Officers	FY 2022
4 One of each of above for South County station opening	FY 2023

# FY 2019 – FY 2023 FCPD Staffing Plan

## Background

Several years ago, each district station had two CPOs and one School Education Officer, but due to challenging fiscal times, the Department was forced to eliminate those positions.

## Current State

Currently, each district CPO is responsible for handling the extensive list of crime prevention duties and responsibilities, community outreach, elementary school education and presentations, Citizens' Advisory Council, liaison with businesses, and connecting through Next Door to their community. This model does not support the recommendations that have been presented by the Fairfax Ad Hoc, PERF, the Chief's Diversity Council Strategic Plan, or the President's Task Force on 21<sup>st</sup> Century Policing final report.

The following are recommendations from each of the above reports:

## Fairfax Ad Hoc

- Devote more effort to sharing day-to-day information of police activity with the public. FCPD should facilitate unfettered access to blotter-type information, moving beyond what is currently provided in the daily blog to include a list of every incident and call with the basic who/what/when/where/how information.<sup>1</sup>
- Embrace and practice increased, proactive community engagement.<sup>2</sup>
  - Create a "Community Engagement Team" within FCPD to respond to community concerns and manage programs that create community trust and engagement. The team members should be fluent in the language and knowledgeable of the customs of the particular community they serve, and the team should reflect the diversity of Fairfax County in order to best serve as liaisons between the community and FCPD.<sup>3</sup>

## PERF

- Recommendation: Disclosing Information about Other Types of Incidents
  - The FCPD should continue taking steps to proactively release timely information regarding matters of public interest, including criminal activity, traffic alerts, weather events, etc. When criminal activity or other public safety threats occur, the FCPD should provide timely information to the public as soon as possible following the event. The goal of releasing this

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<sup>1</sup> [https://www.fairfaxcounty.gov/policecommission/sites/policecommission/files/assets/documents/adhoc-final-10.8.15\\_1.pdf](https://www.fairfaxcounty.gov/policecommission/sites/policecommission/files/assets/documents/adhoc-final-10.8.15_1.pdf)

<sup>2</sup> [Ibid.](#)

<sup>3</sup> [Ibid.](#)

## FY 2019 – FY 2023 FCPD Staffing Plan

information is to keep the public as informed as possible about the incident, so the information should include basic facts about the event, the extent of the public threat, the FCPD's immediate next steps, and whether a PIO is on the scene or otherwise available to brief reporters. The FCPD should continue to provide ongoing updates as more details are known.<sup>4</sup>

### Chief's Diversity Council Strategic Plan

- Goal #2: Enhance Communication and Collaboration between the Department and the diverse communities in Fairfax County.<sup>5</sup>

### President's Task Force on 21<sup>st</sup> Century Policing final report

- Community policing requires the active building of positive relationships with members of the community.<sup>6</sup>

Additionally, the FCPD's vision statement number one goal is to prevent and fight crime. Our CPOs are spread so thin with the enormous work load placed on them with the increased engagement efforts, so they are not able to give proper focus to their primary mission of preventing crime. CPOs would be able to focus on crime preventing efforts, coordinating with detectives and crime analysts, Neighborhood Watch, and security surveys.

Below is a brief snapshot of some of our Countywide community contacts:

- National Night Out – 211 events Countywide
- Next Door – 126,303 registered members in Fairfax County
  - 4,656 new members in last 30 days
- Neighborhood Watch – 656 in Fairfax County
- Community Events – 89 scheduled August to October 2017

### Community Outreach Officers

Position Duties and Justification:

- Responsible for developing, implementing, and maintaining the station's community relations activities.
- Establish liaisons with formal and informal community organizations, develop new groups when needed to work together on community efforts.
- Presentations and education to community groups.
- Convey information and liaison between business community and residents.

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<sup>4</sup> <http://www.fairfaxcounty.gov/police/inside-fcpd/pdf/perf050516.pdf>

<sup>5</sup> <http://www.fairfaxcounty.gov/police/inside-fcpd/fy15strategicplan.htm>

<sup>6</sup> [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf)

## FY 2019 – FY 2023 FCPD Staffing Plan

- Evaluate all community relations programs on an ongoing basis and prepare reports to evaluate programs and ensure effectively addressing community concerns.
- Provide detailed information to commanders regarding concerns, recommendations, and community events.

The Ad Hoc Committee concluded that, "We recognize fully that police officers must be prepared to respond to threats of violence, but we also strongly believe that our community safety and security and an effective and trusting mutually beneficial relationship will be best protected by a police force that is engaged with the community beyond the occasional traffic stop or more extreme circumstances." With the addition of CORT we will educate the public, respond to community concerns, interact in "hot-spot" areas after an incident, perform community outreach and fundamentally increase public and police positive interaction through public affairs, and we will greatly increase the community's trust in the Police Department. CORT would be proactive rather than reactive with engagement, and continued support of existing community outreach programs that are currently in place.

### Public Information Officers

Each District Station is larger than many police departments across the country. The Media Relations Bureau (MRB) is currently tasked with disseminating information for all district stations, which prevents the community from receiving more detailed information. With the creation of PIOs at each station, the Department would be able to provide more focused crime and awareness information to members of the community. As recommended in the Fairfax Ad Hoc and PERF reports, we should go beyond simply posting the information about major events, but give the community a more detailed snapshot of what is occurring in their community. It's unreasonable to expect MRB to assume this responsibility, and this position would address previous concerns and provide that direct access. Additionally, the PIO would be able to expand our use of the Next-Door platform.

### Youth Education Officers

Each district station has several elementary schools, and the responsibility again sits with the CPO to provide education and outreach efforts on behalf of the station. As previously mentioned, with the workload on each CPO they are not able to adequately address the needs of the youth in our community. With the addition of the Youth Education Officer, they would be able to dedicate time to interact with every elementary school student in each district. They would be able to provide outreach and education in the elementary schools, youth sports programs, after-school programs, Police Explorer Program, and recruiting efforts on behalf of the Department. The future is the young people in our community, and connecting as early as possible is critical to building an active community. Additionally, our recruiting team has identified the need

## **FY 2019 – FY 2023 FCPD Staffing Plan**

to reach kids as early as possible to provide guidance, leadership, and mentorship so that they can make positive life choices. With the addition of the Youth Education Officer, we would be able to make a positive impact in the community, begin recruiting efforts and extend the reach of the recruiting unit to develop future FCPD officers.

### **Sergeants**

With the creation of CORT, and the six personnel assigned to this unit, it would require a first-line supervisor. As indicated in the PFM study, “a manageable span of control (fewer subordinates per supervisor) facilitates effective management and communication,” so it is critical that sergeant positions are created to provide direct supervision to the CORT. The tremendous amount of responsibility this unit will handle will require coordination from a supervisor with commanders, supervisors, detectives, and patrol squads

### **Training Relief Squad**

- Fourteen (14) police officers FY 2020
- One (1) second lieutenant FY 2020
- One (1) sergeant FY 2020

### **Issue**

Providing consistent training to patrol officers is critical and has always been a challenge to our organization. The dynamic challenges and complexity of law enforcement, as well as the need for improved and continuous training in the critical areas of cultural diversity, community policing, building safe and caring communities, ethical policing, de-escalation and officer safety, requires the Patrol Bureau to establish a Training Relief Squad. The Training Relief Squad will serve as a strategic organizational staffing model enabling patrol to meet the 21<sup>st</sup> Century Policing initiatives by strengthening trust and collaboration between our agency and the community while reducing crime.

### **Background**

The Department’s eight district stations consist of six patrol squads responsible for handling calls for service, and proactively patrolling our community all hours of the day and night, seven days a week. All of the patrol squads work a fixed schedule, and have minimum staffing requirements, which must be met to responsibly handle calls for service and protect our community. The stations’ current staffing requirements and structure do not allow for regular training to be conducted without causing significant scheduling issues, resulting in the use of overtime to adequately staff patrol squads while an officer(s) attend training.

# FY 2019 – FY 2023 FCPD Staffing Plan

## Training Relief Squad

To meet the mandatory training requirements, and complete recertification in firearms, de-escalation, MEVO, CPR, and others, as well as to meet the vast array of training in other critical areas to officers and our community, a Training Relief Squad is required. The Training Relief Squad will enable the Department's diverse training needs to be met, and will alleviate conflicts with scheduling and attending training. In addition, it will significantly reduce overtime expenditures due to training.

The Training Relief Squad will provide many intangible benefits to our agency. These include the ability of squads to learn together. This will result in closer bonds and increased squad cohesion. Ultimately this will enable officers to better serve and protect our community by enabling them to sharpen their skills without being burdened by the stress and pressure of handling calls for service. Squads will be able to refocus on agency objectives, shortcoming or gaps in squad effectiveness, as well as team building.

The Training Relief Squad will also provide the opportunity for firearms training to be conducted during an officers' actual work shift, permitting low light training conditions officers face on the street. It will ensure mandated training is completed with no gaps in certifications and will significantly reduce scheduling conflicts while positively influencing morale, job satisfaction, and job commitment.

## Defining the Training Relief Squad

The Training Relief Squad will consist of fourteen officers and two supervisors whose purpose will be to cover a patrol squad's regular shift while the relieved squad attends training for an entire day. The Training Relief Squad will enable patrol squads to train together as a squad, for an entire shift during a day, specifically set aside for their training.

The Training Relief Squad will work the relieved squad's normal shift at each designated district station, relieving the squad so they can attend the Department training. The rotation of the Training Relief Squad will provide coverage Department-wide, across all eight district stations on a regular rotation, simply by being assigned to a district station for two consecutive days, covering the same shifts, on both the A and B sides; and then rotating to the next district station after every second day of coverage to cover that station's same shifts on the A and B sides. This schedule permits the same shifts on the A and B side to be covered at two district stations each week.

The actual training of all patrol squads will take place on two days a week, Wednesdays and Fridays. For each training day, there will be two squads participating in the training; *all attendees will be from the same station and from the same shift (either the day, evening, or midnight shifts) for both the A and B sides.*

## FY 2019 – FY 2023 FCPD Staffing Plan

### Sample Patrol Training Schedule utilizing the Training Relief Squad

The following is an example of how the Training Relief Squad will enable the Patrol Bureau to meet the critical training needs required by its officers and supervisors.

Days A-shift is scheduled to work Monday, Tuesday, and Friday on week 1. Days B-shift is scheduled to work Wednesday and Thursday of week 1.

The Sully District Station's Days A shift will work their regular shift on Monday. On Tuesday, the Training Relief Squad will cover for Sully Days-A, who will be on an adjusted day off. On Wednesday, the Training Relief Squad will cover for Sully District Station's Days-B. On that Wednesday, both Sully Days-A and Sully Days-B will attend Department training together. Sully Days B will then work its regular shift on Thursday.

On Thursday, the Training Relief Squad will next cover the Mount Vernon District Station's Days-B who will have an adjusted day off. On Friday, the Training Relief Squad will cover for Mount Vernon Days-A. Both Mount Vernon's Days- A and Days-B shifts will attend Department training together on that Friday. Mount Vernon's Day's A will then work its regular shift on Saturday and Sunday.

*In this manner, every Day shift in the County will be covered in a four-week period with the training being conducted two days a week, on Wednesdays and Fridays.* The schedule will then be repeated for the evening and midnight shifts. Training for the evening and midnights shifts can take place during normal business hours or if appropriate can take place during their regular work shift/hours. When training is conducted during normal business hours, there will always be approximately one full day off between the squads last work shift and their training day, or the squads will have approximately one full day between their training day and their next work shift.

After four weeks of covering the day work shifts at all the district stations, the Training Relief Squad will then work four weeks covering the evening shifts, followed by working four weeks to cover the midnights shifts, while working a Tuesday through Friday schedule.

When viewed on a calendar, the schedule rotation is relatively simple to understand. The schedule will be planned a year in advance to give officers plenty of notice for scheduling purposes. If an incident in the County forces the cancellation of a training day, just the impacted squads will be rescheduled to the end of the cycle to minimize scheduling disruption to the remaining patrol squads. Officers assigned to specialty units, who have more flexibility in scheduling, will also be able to sign up for any of the twenty-four training dates during the training cycle or on additional training days as designated by the training staff.

The training cycle can be configured to allow for twelve weeks of training to cover every patrol squad, followed by a four-week training break to allow for make-up days for squads that missed training and for training of the Training Relief Squad itself. In

## FY 2019 – FY 2023 FCPD Staffing Plan

addition, the Training Relief Squad can be utilized during these four weeks to staff initiatives, such as DWI patrols or holiday theft teams. In the event of a major incident in the County, the Training Relief Squad could also be utilized as an easily deployable force without drawing manpower from other assignments.

During the twelve-week training cycle, the Training Relief Squad will maintain a modified shift schedule that maintains the shift overlap yet affords them a ten-hour work day and an eighty hour pay period; Days 0600-1600, Eves 1400-0000, Mids 2030-0630.

It is recommended the Training Relief Squad be housed in a centrally located facility where lockers for spare uniforms and equipment could be maintained, as well as an allocation to receive hard mail. Each officer will need to be equipped with a cruiser, as they will be responding to different stations for work every other day.

### Conclusion

Consistent training to reinforce perishable skills is a critical need in law enforcement. In addition, scheduling mandated training, both required by the Virginia Department of Criminal Justice Services, and specific critical needs training identified by our Department or Fairfax County, to include diversity, community policing, building safe and caring communities, and ethical policing has proven to be increasingly difficult to achieve while maintaining minimum staffing levels.

The Training Relief Squad will provide three full days of training to every patrol squad in the County annually; and will enhance critical skills needed to build communities, enrich diversity, promote officer safety, in a fiscally responsible manner.

# FY 2019 – FY 2023 FCPD Staffing Plan

## **Animal Services Division**

### Total Number of Positions Requested

- One (1) APP first lieutenant in FY 2019
- Four (4) APP second lieutenants in FY 2020

### Justification and Data

The current structure of the Animal Services Division (ASD) provides one sergeant to cover a squad of seven Animal Protection Police Officers (APPO) who in turn cover the entire County. Five APPO sergeants report directly to a captain who is the division commander.

APPO supervisors are often bogged down with administrative duties in the office, which takes them away from direct supervision of those they are responsible for in the field. The Animal Protection Police function is very busy with the average APPO responding to considerably more calls for service and writing nearly three times the number of reports than does the average patrol officer. APPO staffing is critically low (27% below authorized strength before factoring in long-term administrative or injury leave that brings the shortage to 38%), which necessitates backfilling with patrol officers to meet minimum staffing. These patrol officers do not have the breadth or depth of knowledge and experience of APPOs, which causes them to burden the supervisors with more questions and needed assistance.

Adding two layers to the organizational structure of this division of the Police Department would enhance accountability, compliance, and supervision of the APPOs, and provide greater career development and leadership opportunities for supervisors.

- Create a first-lieutenant-equivalent position for an APPO to serve as assistant commander. This would provide for:
  - Similar structure to rest of the Police Department
  - Consistency in command during periods of commander turnover
  - Deepen the career path for APPO leaders
- Add one second-lieutenant-equivalent positions for APPOs, with a shift that overlaps both day and evening shifts. This would provide for:
  - Closer direct supervision of first-line by allowing sergeants to be in the field more
  - Ensures tighter compliance of Departmental policy and division procedures
  - Better accountability
  - Similar structure to patrol
  - Needed layer between first-line supervisors and command
  - More direct development and mentoring of sergeants
  - Enhance the career path for supervisors

# FY 2019 – FY 2023 FCPD Staffing Plan

## **Tysons Urban Policing**

### Total Number of Positions Requested

- Twenty-four (24) Tysons Urban Team (TUT) patrol officers
  - Six (6) police officers FY 2019
  - Six (6) police officers FY 2020
  - Six (6) police officers FY 2022
  - Six (6) police officers FY 2023
- Four (4) Tysons Urban Team Sergeants
  - One (1) sergeant FY 2019
  - One (1) sergeant FY 2020
  - One (1) sergeant FY 2022
  - One (1) sergeant FY 2023

### Justification and Data

Tysons Corner, Virginia, has been established as a transit-oriented development area. This philosophy will impact future land use planning, as well as the delivery of police services to the community. Current and future large-scale development will cluster around existing and planned transit hubs. This development will be vertical and mixed use, with urban style density levels. Tysons Corner is being developed as the new “Downtown Fairfax County.” Mass transit has arrived, with the Metro Silver Line bringing in four stops within the Tysons Urban District. In combination with one of the largest shopping districts in the country, residential and commercial explosion will soon follow.

Historically, the Police Department has utilized antiquated police staffing models that relied upon ‘residential growth’ data. We now utilize an urban growth model to determine appropriate coverage. This model uses the concept of average daily population to determine projected calls for service. This model takes into consideration factors such as number of jobs, number of residents, retail customers, office space, and hotel guest (tourists). Currently, the Fairfax County Police Department has a nine-person team dedicated to the Tysons District. The composition of seven patrol officers and two supervisors has immediate responsibility for Calls For Service (CFS), augmented by the McLean District Station patrol officers.

Patrol area 301 and 302 are the busiest in the County. These patrol areas comprise a large portion of the Tysons Urban area, and include Tysons Corner Mall and the Galleria Mall. Current staffing levels do not provide for 24-hour coverage, but rather the peak evening shift hours only.

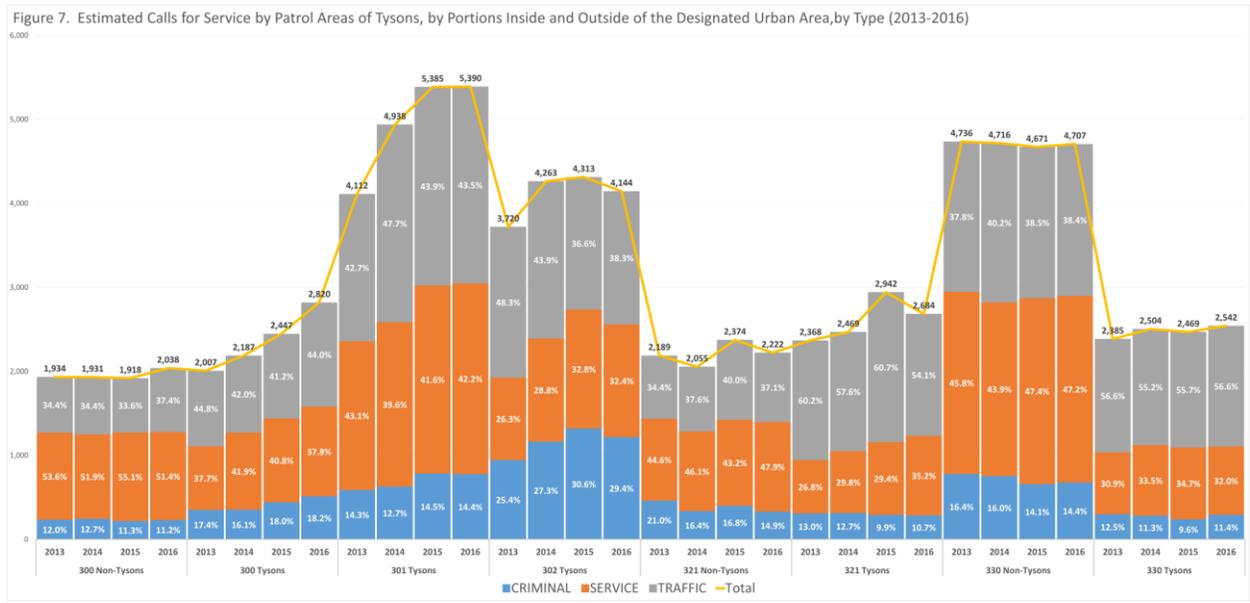
A core element of urban policing is to provide adequate staffing to ensure high visibility of officers in an effort to make the community feel safe. Adequate staffing

# FY 2019 – FY 2023 FCPD Staffing Plan

also allows for quick response times in a congested environment that may require travel by car, train, elevator, and foot to reach a CFS.

There is an immediate need for 7-day coverage for both the day and evening shifts. Significant officer safety issues exist, and will only increase as urbanization continues. Serial criminals are taking advantage of this target rich environment of high-end retail and wealthy clientele. Specialized teams of officers with advanced capabilities are needed to enhance community policing concepts of policing in the new ‘vertical style urban policing.’ We are requesting 24 police officer positions and four sergeant positions, which would allow for the creation of four mini-squads. These squads would provide staffing seven days a week for the day and evening shifts.

Recognizing fiscally constrained conditions, and despite an immediate need, implementation could be phased over four fiscal years as listed above.



# FY 2019 – FY 2023 FCPD Staffing Plan

## Patrol Area Staffing Plan Progress

In the 2014 Five-Year Staffing Plan submission, the Police Department submitted a request to increase our staffing of sworn officers by adding 42 positions. The justification was the additional staffing would enable the Department to add one additional patrol area to each district station. The Police Department put this request as a high priority need to be met through a phased in process over a period of three budget cycles from FY 2017 to FY 2019. During each budget cycle from FY 2017 through FY 2019, the Police Department would see an increase of 14 sworn positions for a total of 42.

## Position Description

Patrol officers are responsible for the daily response to emergency and non-emergency calls for assistance. They provide visibility, and handle traffic, criminal, and service calls. They must complete mandatory annual training. They are first responders to major incidents, and are charged with enforcing traffic and criminal laws

## Data Justification for Positions from 2014

An analysis of the last three years of calls for service in all police patrol areas has revealed that each police district, except McLean, has CFS averages that exceed the standard by the equivalent of one patrol area (or over 6,000 calls for service more than what each patrol area was strategically designed for). In fact, almost half of the patrol areas currently exceed the agency standard based on a three-year analysis of CFS data. Therefore, it is recommended an additional patrol area be added to each station (excluding McLean). This equates to six officers per district station over a three-year period (total of 42 officers). By continuing to exceed the established acceptable standard we are jeopardizing officer safety and providing inadequate police coverage. In addition, there is a high probability response times will increase and police coverage of adjoining areas will be diluted because those officers are constantly being redeployed out of assigned areas to handle calls in other patrol areas. The creation of an additional patrol area for all district stations, excluding McLean, is recommended to ensure sufficient police coverage is available. This recommendation was accepted by the Board of Supervisors and the initial phase of implementation was taken in FY 2017 with the addition of 14 police officer positions. No positions were added in FY 2018. A new patrol area cannot be added to each district until full staffing is provided.

## Methodology for Patrol Staffing from 2014

Urbanized policing will require a shift in policing protocols and response techniques. To adequately prepare for these changes and daily population increases, a formula for urban areas has been utilized to project future CFS. This formula calculates the average daily population of an urbanized area to determine future CFS. The Police Department must always be focused at least 12 to 18 months in advance to ensure any

## FY 2019 – FY 2023 FCPD Staffing Plan

staffing shortfalls are adequately identified. The rapid development of several key areas in the County has created some challenges in properly assessing staffing needs for the next five years. The approach the Department has taken is anticipatory in nature, but grounded in statistical data that has been recognized as a national standard for urban areas across the country. The urban formula takes into consideration types of buildings (hotel, office, residential, retail), and the square footage of these buildings, and utilizes this data to project anticipated CFS for the area. The formula calculates the projected “Average Daily Population” for the area and projects anticipated CFS. The formula assumes that for every 12 additional people projected for an area, there will be an additional call for police service per year. This formula is based on current known activity, as calculated within the current urban districts, such as Tysons and Reston Town Center. The traditional staffing formula is still utilized to assess current staffing needs, and is based on historical calls for police service utilizing a three-year history. Police Service Areas (PSA), were created utilizing a standard of 12,000 CFS per year. Each PSA is divided into two patrol areas utilizing a standard of 6,000 CFS per year as the standard/benchmark. Once the three-year average for a patrol area exceeds this benchmark, it is assessed for additional staffing considerations. Once it is determined a station needs another patrol area, the standard staffing formula is utilized. This formula is based on the PSA staffing model. A total of six officers are required to effectively staff a patrol area for seven days a week, 24 hours per day.

Almost half of all the patrol areas exceed this threshold and several are approaching, or have reached an amount that is double the threshold for CFS within a patrol area. This information is based on a three-year average. It is important to note that area 510 (Reston Town Center) is more than double the acceptable amount of annual CFS for a patrol area. This area has been urbanizing slowly over the last several years, and will continue to experience vertical growth over the next several years.

Unfortunately, officers assigned to patrol areas adjacent to more active patrol areas are most likely not patrolling their areas due to the heavy volume of calls in neighboring patrol areas. They are most likely being redeployed to the busier area to handle CFS. With so many patrol areas already above the CFS threshold, an unintended negative affect can be seen when reviewing response times to priority four CFS. These calls are being placed in a “hold” status until a patrol officer becomes available to respond. This has resulted in an average police response time of approximately 30 minutes. The average response times for priority 1 CFS is between 5 and 8 minutes, between 7 and 13 minutes for priority 2 CFS, and between 13 and 16 minutes for priority 3 CFS. Unfortunately, the average response time for a priority 4 CFS is almost twice that of the average response time for priority 3 CFS. A caller should not have to wait 30 minutes to have an officer respond to their call, even if the call is deemed a lower priority. This response time has remained somewhat consistent over the last three years.

### 3-Step Phase-In

To successfully implement the plan, sworn positions would be phased in over a period of three budget cycles from FY 2017 to FY 2019.

## FY 2019 – FY 2023 FCPD Staffing Plan

- Phase One FY 2017- 14 new sworn positions approved and phased in successfully. No new patrol areas created
- Phase Two FY 2018- 0 positions approved
- Phase Three FY 2019- 14 police officers
- Extended to Phase Four FY 2020- 14 police officers

Without the positions being filled, the Police Department cannot create additional patrol areas which would help reduce response time gaps and police service. Currently, we are in danger of being woefully understaffed, and may not be able to keep pace with the urbanization of Fairfax County. The 2014 statistical analysis already shows the Police Department is understaffed in places like Tyson's and Reston Town Center. To date, 2017 CFS continue to go up, and the Police Department cannot adequately respond in a timely manner. The agency will continue to widen the response time gap even on high priority events if staffing and rezoning of patrol areas are not addressed within the next four budget cycles.

### Staffing Plan Submitted

When reviewing the FY 2016-FY 2020 Public Safety Staffing Plan: Executive Summary, the overall theme throughout the document focuses on vertical growth, urbanization, increased construction for multifamily dwellings, economic development, revitalization of Richmond Highway, Merrifield, and bringing more customers and residents to our County. This type of growth will continue to bring traffic congestion to one of the worst traffic areas in the nation. The increased traffic congestion will inevitably increase the time officers respond to all calls, including priority calls.

The impact of technology was also mentioned in the staffing plan. Technology is continually changing, and this brings unique challenges for our agency. It has increased the time it takes to investigate white-collar crimes, computer crimes, narcotic crimes, gang related crimes, and almost any crime that has a nexus to a computer or cell phone. The Police Department is already understaffed, and the gap between County growth and Departmental growth continues to widen. We cannot continue to support more operations with less staff. Patrol cannot maintain the rate it is currently operating at without the additional 28 positions needed to complete the 2016-2020 staffing plan.

# FY 2019 – FY 2023 FCPD Staffing Plan

## **Planning and Research Bureau**

### **Administrative Assistant (Civilian - AA II)**

The Planning and Research Bureau currently consists of eight permanent employees and often uses employees on temporary assignment. An administrative assistant would assist with the coordination of time and attendance through the TeleStaff system, and assist with the photocopying, scanning, and filing needs of the Bureau. The Administrative Assistant would help keep supplies replenished and complete orders through the FOCUS interface.

The administrative assistant would assist with the scheduling, coordination, and agenda dissemination for community meetings, Command Staff, Administrative Staff, CompStat and other Departmental meetings. The position would also assist with reviewing and editing Command Staff memorandums, Department directives and written correspondence. The position would also provide assistance on special projects.

### **Incident Command Coordinator**

Incident command is critical to proper scene management on critical incidents, major community events, and natural disasters that occur in Fairfax County. Additionally, proper training of Department personnel will enhance scene management during critical incidents. The Department must continuously train and maintain organizational assignment under the NIMS and ICS. Also, we are seeing more complex incident scenes and the need to manage responders in a unified fashion.

As such, it is a necessary position that would be responsible for the following duties:

- Coordinate with Fairfax OEM
- Act as maintain contact / call out of necessary personnel during incident
- Coordinate Department wide ICS training
- Coordinate Department wide mock exercises
- Maintain list of EOC on-call personnel and notify as necessary for activation
- Respond to EOC activation and act as aide to leadership
- Representative on local Emergency Planning Committee and attend meetings
- Responsible for Department Emergency Operations Plan
- Prepare all Operational Plans for Patrol based events
- Create the FCPD Incident Management Team and be the commander
- Establish a policy to identify and train staff to respond to an incident as a Fairfax County Police Department incident management team (FCPD IMT)
  - This team would consist of an ICS command and general staff to manage vast and complex events, incidents with multiple agencies, and incidents that have the potential to become multi-jurisdictional

## **FY 2019 – FY 2023 FCPD Staffing Plan**

- Conduct regular meetings, training, and exercises (This will include briefings and training at all levels from command staff to roll calls)

Attend multi-agency training and planning meetings representing FCPD and provide updates and guidance to FCPD leadership on emergency management programs.

# FY 2019 – FY 2023 FCPD Staffing Plan

## **RESOURCE MANAGEMENT BUREAU**

### Central Records

- FY 2019 – One (1) Police Officer First Class – PFC (O18)
- FY 2019 – One (1) Admin II (S15)

### Position Description

**Community Reporting Section PFC Position:** In order to ensure incident reports are completed in a timely efficient manner, and to minimize the need to rely on officers who have been temporarily removed from their assignment, an increase in staffing of one is recommended. This position should be a sworn officer since personnel assigned to CRS conduct criminal investigations over the phone (or civilian who has police experience).

**Expungement Section Admin II:** Responsible for processing increasing number of expungement orders and archiving police records.

### Justification and Data

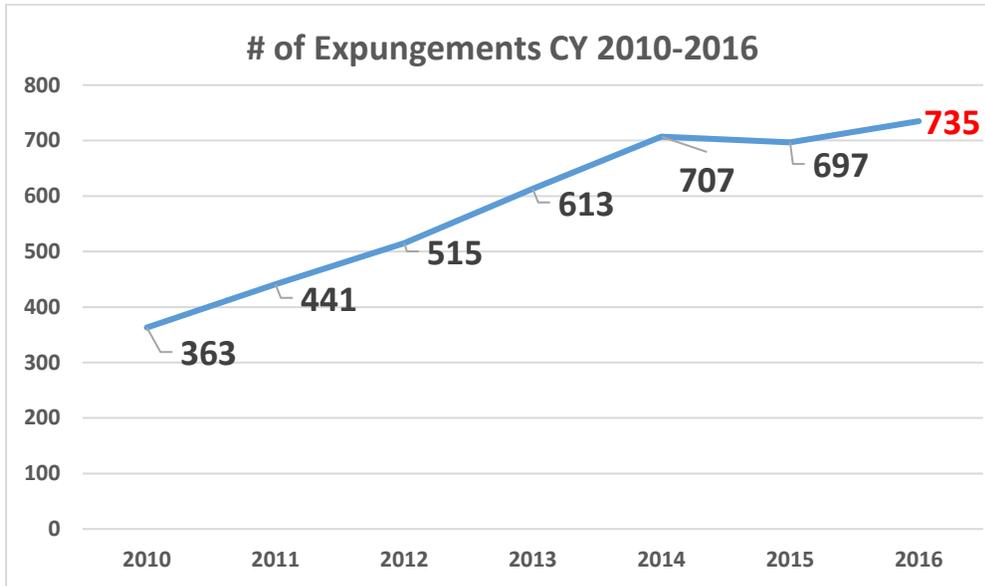
#### Expungement Section

There is currently one supervisor position and one ADMIN II (In the process of upgrading to an ADMIN III) position to process all court expungement orders and archiving police records.

In July of 2017, the Virginia Code Section (19.2-392.2) that governs the expungement process was amended. It changed the time to process each court order from 120 days to just 60 days. Over the past several years, the number of court order expungements have risen (see below).

The first seven months of CY2016, there were **383** expungement orders received to be processed. At the end of July of this year, there were **531** expungement orders received to be processed.

## FY 2019 – FY 2023 FCPD Staffing Plan



In order to address the expected increase in expungement orders, process the orders in the required allotted time, and to minimize overtime, an additional ADMIN II position is requested.

### **COMMUNITY REPORTING SECTION**

In CY2016, CRS processed approximately 10,000 CFS, and of those complaints wrote over 5,500 reports. There are two job share officers (one sworn position). CRS is operational Monday through Friday.

It is anticipated, as the number of minor criminal and non-criminal incidents increase, overwhelming patrol officers, the Department will continue to identify complaints that could be documented using CRS services. For example:

- In January 2017, CRS has been tasked with documenting dog biting events where the owner was bitten by their own dog
- In May 2017, CRS was tasked with documenting events where the complainant was notified by phone that a relative had been kidnapped. The complainant very soon after the phone call, had determined that no such kidnapping had occurred (No viable leads)

In the past, CRS has relied on officers who have been temporarily removed from their duty assignment due to:

- Injury on duty or injury off duty
- Temporary medical condition (i.e. pregnant, vertigo, etc.)
- Under investigation by Internal Affairs

## FY 2019 – FY 2023 FCPD Staffing Plan

When such officers do not exist, CRS personnel are overwhelmed, and overtime is usually needed to address the large volume of complaints. Also, it should be noted that when one of the job share officers' takes leave for the week (two days), three of the five week days are not covered.

In order to ensure incident reports are completed in a timely and efficient manner, and to minimize the need to rely on officers who have been temporarily removed from their assignment, I recommend an increase in staffing of one. This position should be a sworn officer since personnel assigned to CRS conduct criminal investigations over the phone (or civilian who has police experience).

### **Facilities and Security Division**

- FY 2019 – One (1) Management Analyst I – MAI (S21) Facilities Project Coordinator
- FY 2019 – Change title of current (MAI) position to Facilities Maintenance Coordinator

### **Position Description**

Currently, the RMB Facilities and Security Division has two full-time employees responsible for all maintenance and oversight of small to medium capital improvement for 20+ police facilities (including Massey), the development and maintenance of police facility standards, police facility safety and security policies and procedures, and police facilities standards and facility safety and security site reviews and audits. As the facilities are aging, new organization structures are put into place, new programs are introduced, and the Department grows. Maintenance and small to medium improvement projects are becoming more frequent and necessary. Additionally, this division is responsible for the oversight and Police Department liaison with County Capital Facilities for the programming, design, and construction of five currently funded major bond referendum projects (three in the preliminary stages, and two waiting to kick-off); totaling \$100 million, with three additional major bond referendum projects scheduled for the 2018 bond referendum, totaling \$45 million. Lastly, our division is responsible for the new PSHQ project and subsequent move, and for ongoing maintenance, small improvement projects, and safety/security for this new facility once occupied this year.

### **Justification and Data**

To better meet these growing demands for small to medium improvement projects, provide a better and more priority focus on the maintenance of the existing facilities, keep policies and procedures up-to-date, provide an enhanced safety and security focus for all our facilities, and to effectively oversee the current and future bond projects, we are recommending the following organizational change to the division:

# FY 2019 – FY 2023 FCPD Staffing Plan

- 1) Maintain the current Director of Facilities and Security Division
  - Oversight of entire division activities
  - Focus on all Bond Projects
  - Develop, maintain, and keep current all facility and security standards and policies
- 2) Change the title of the current Facilities Coordinator MAI position to Facilities Maintenance Coordinator
  - Responsible for all maintenance issues
  - Track maintenance issues to identify any recurring patterns and work with FMD to identify root causes and find permanent fixes
- 3) Create new MAI position titled Facilities Project Coordinator
  - Responsible for all small to medium improvement projects from concept to implementation in cooperation with FMD, when needed
  - Responsible for any new program implementation requiring facility upgrades

## **Fleet Services**

- FY 2019 – One (1) Assistant Logistics Manager – MAI (S21)
- FY 2019 – Two (2) Management Specialists III – MMSIII (S17)

## **Position Description**

Currently, the Fleet Section consists of a staff of three full-time employees, and has oversight of approximately 1,400 vehicles assigned to the Police Department.

The **Assistant Logistics Manager** will primarily be responsible for managing new car builds and supervising the Vehicle & Equipment Technician II's who will perform the work. This is the same new vehicle build process used by the Fire and Rescue Department. The current time from vehicle delivery to placement in service is too long. Building our vehicles ourselves will streamline the process and reduce time. Moneys currently paid to DVS would remain within FCPD to fund the positions and associated overhead costs. DVS would still perform maintenance and repair of vehicles.

Two additional **MMS III** positions would oversee the audits of accounts payable for both fleet and seized vehicles used by the agency, oversee Keytrack System, and provide better overall customer service, management of the EZ-Pass and Tran suburban Transponders, research and review of fleet needs and best practices, and handle walk-in customers on a daily basis.

# FY 2019 – FY 2023 FCPD Staffing Plan

## Justification and Data

The sworn position in Fleet Services is a legacy position that predates the reorganization of the bureau in 2010. The duties performed do not require police powers. Civilianizing the position will enable us to hire someone with the needed KSA's and experience in the field. A civilian will not be subject to transfer and promotion as sworn officers are. This provides stability of staff for longer periods of time.

The Resource Management Bureau (RMB) has become dependent on two volunteers who assist with the management of vehicle emissions, registrations and inspections, as well as other record keeping duties. RMB also must rely on officers placed in light duty capacity to supplement staffing needs. Although helpful, the permanent operation of Fleet Services should not be dependent on volunteers and light duty personnel. Each of these employees can leave RMB at a moment's notice, which disrupts continuity of the business processes currently in place. The two volunteers normally collectively log 40 plus hours per week. Currently, there is no time dedicated to review and audit of our accounts payable or business processes to ensure accuracy and efficiency. The additional employees would provide an opportunity to allow for this and to ensure each aspect involved with managing a fleet of 1,400 is adequately supported and managed. The opening of the new South County police station within the next five years will add significantly to the fleet.

## **Property and Evidence**

- FY 2019 – Two (2) Property and Evidence Technicians (P&E Techs) (S15)
- FY 2019 – Reclassify five (5) existing Property and Evidence Technicians from S15 to S17

## Position Description

Additional property and evidence technician positions will increase compliance with legal, procedural, and accreditation requirements. The addition of these two positions will also allow staff to extend hours until 2200, Monday through Friday, increasing services internally and to the public. The division of existing tasks will increase time for staff to focus on property and evidence transactions and will reduce errors.

## Justification and Data

The Property and Evidence Section (P&E) maintains security and accountability for approximately 250,000 items within its custody. Operating standards and procedures are very exact and detailed. To meet these standards, staff incurs a lot of scheduled overtime to meet its oversight responsibilities, which are tedious and time consuming. During normal business hours, staff must complete other daily tasks including property pickup runs, walk-in over-the-counter services, property releases, and training. Adding

## FY 2019 – FY 2023 FCPD Staffing Plan

two P&E Techs will allow greater division of duties among the staff, allowing more time and attention to tasks. The additional positions will allow evening hours that will be beneficial to officers and to the public.

The creation of a new job classification, Property & Evidence Technician II, is needed to properly compensate experienced staff for the tasks they do and expertise they have acquired. It will finally provide a small career path to attract qualified candidates for hiring and retention. P&E Techs are required to successfully complete the only certified professional training offered within their first year of employment. They are then required to obtain certification by the International Association for Property & Evidence (IAPE). Techs are subject to subpoena and must be able to articulate their duties when testifying in court. Recently, a P&E Tech position assigned to the Quartermaster Section was upgraded to a Material Management Specialist III (S17) classification for similar reasons. However, the MMSIII does not have to obtain and maintain professional certification or is expected to testify in court.

Adding additional staff will extend hours of operation until 2200 Monday through Friday, increasing services internally and to the public. Internally, officers will have more access to P&E Staff's expertise and guidance. P&E Staff will have greater flexibility to provide direct support on operations in the field. The public will also have more time to schedule the return of their property. This increases customer satisfaction while helping to better manage our limited storage capacity. The division of existing tasks will increase time for staff to focus on P&E transactions, resulting in reduction of errors and increasing compliance with legal, procedural and accreditation requirements. A reduction in scheduled overtime will result in cost savings.

Providing a career path is essential to keeping experienced personnel. Currently, P&E Techs must compete for promotion to better paying positions outside FCPD to achieve any advancement. This hurts FCPD, especially when it takes months for replacement new hires to clear the background investigation. Because of our high standards, our P&E Techs are easily selected for positions elsewhere in the County or other jurisdictions.

### **Quartermaster**

- FY 2019 – Two (2) Management Specialists II – MMS II (S15)
- FY 2019 – One (1) Material Management Driver – MMD I (S14 or S15)

### **Position Description**

The MMS IIs would help support the MMS IIIs with timely completion of essential existing tasks. They would allow more time for the MMS IIIs and the Supervisor to improve relationships with vendors, as well as routinely research new products to harness proven technology and maintain a culture of safety within the agency. The addition of the MMS IIs would help reduce order errors, lost orders, and incomplete

## FY 2019 – FY 2023 FCPD Staffing Plan

paperwork making its way to FRD. They would also help with better inventory management, leading to better budget utilization and forecasting.

Once at the new Public Safety Headquarters (PSHQ), property and evidence will no longer be doing the station supply runs, so adding one driver position would enable delivery of those supply orders, which is currently done daily by four P&E Techs. The driver would also be solely responsible for all the business runs we conduct within the county on a weekly basis.

Additional staffing would allow for expanded hours of operation, Monday through Friday, until 2100, which will improve customer service overall for all three work shifts.

### Justification and Data

Today the Quartermaster purchases and issues uniforms and equipment for approximately 1,700 sworn and civilian staff, while managing a \$1.2 million budget. The Department is adding a new full-service police station in the near future, which will add approximately 150 additional positions. This will bring the number of people the Quartermaster serves to nearly 2,000 employees, with a Quartermaster staff of two. Currently Quartermaster personnel purchase, inventory, and supply over 10,000 items per year. They also purchase, inventory, and supply all of patrols station supplies for all eight stations (soon to be nine) and OSB.

The Quartermaster helps walk-in customers on a daily basis, averaging 30 walk-ins a day. A normal service time is about 20 minutes per person. However, new hires and employees leaving the agency take longer to process, they average about 45 minutes per person. The Quartermaster section is responsible for purchasing, inventorying, and issuing out academy uniforms for two to three academy classes per year. Staff has to research, review, and edit all of the Department's uniforms, badges, and accessory contracts. There are about ten contracts which we utilize routinely. These are about 80 pages long and can list over 100 items per contract for review.

There are vendors and businesses within the County which we do business with, and as a result, we must deliver, drop off, and pick-up uniform items weekly. With a staff of two, when one employee takes off for illness or an extended vacation, this leaves only one employee doing all the job tasks and functions for the entire section. Currently, the work load is so involved, that some job tasks are not being completed as routinely as is required to be effective or accurate. The work load with just two employees requires both persons being in the office at the same time to support each other with walk-ins, deliveries, inventory, station orders, etc. The current hours of operation do not serve the midnight shift at all, and have limited availability for evening shift. Expanding the hours of operation will better serve the officers of the midnight shift and evening shift.

# FY 2019 – FY 2023 FCPD Staffing Plan

## **Warrant Desk**

- FY 2019 – Two (2) Police Officer First Class – PFC (O-18)
- FY 2019 – One (1) Police Citizen Aide II – PCA II (P15)

## **Position Description**

The addition of two PFCs will provide additional sworn presence for warrant services from suspects who walk-in unannounced for service and minimize the need for patrol officers to respond. The addition of the officers will also improve efforts to purge old warrants and support warrant service in Patrol. It will also allow for additional trained personnel for overlap and leave staffing needs.

The additional PCA II position is needed to support existing staff and as part of our continuity of operations plan.

## **Justification and Data**

The Warrant Desk currently houses over 4,000 arrest documents. There is a serious backlog of warrants for service. Sworn positions are required to assist in relieving this backlog. They will liaison primarily with patrol officers to disseminate information, assist with the investigative research needed to locate fugitives, and facilitate and coordinate enforcement efforts. The two additional positions will also assist in the number of walk-in suspects who turn themselves in at the Warrant Desk. Having an officer immediately available increases safety of employees and the public, and reduces the demand for patrol resources to respond.

PCA II's assigned to the Warrant Desk must successfully pass specialized training due to the rigid, exact standards and procedures associated with warrants. Unexpected absences, severe weather, and other issues can create a sudden need for a trained person to fill in. This cannot be accomplished by PCA II's or officers not trained to work at the Warrant Desk. To do so puts FCPD at extreme risk of liability in several ways. This position will greatly reduce the need for unscheduled and scheduled overtime.

# FY 2019 – FY 2023 FCPD Staffing Plan

## **Civil Disturbance Unit**

### Total Number of Positions Requested

One (1) Position:

- FY 2019 - One (1) second lieutenant (O21)

### Position Description

Civil Disturbance Unit Coordinator – A second lieutenant that can manage equipment, training, and vehicles for the 200 officer non-standing civil disturbance unit (CDU). This position will be charged with researching best practices to improve readiness and tactics, conducting regional outreach, and coordination to improve communication and cooperation in Fairfax County, and within the National Capitol Region. This will include coordinating joint training exercises to improve the ability of partner agencies to work effectively together in a CDU environment. The CDU Coordinator will represent the department on the Metropolitan Washington Council of Governments (MWCOG) CDU Subcommittee. The CDU Coordinator will prepare operational plans for large and small-scale deployments, and coordinate deployment of resources with CDU and station commanders. The CDU Coordinator will conduct outreach to the community to improve awareness of the CDU mission and create contacts which can be used to prevent, lesson, or mitigate instances of public disorder within the County and the region.

### Justification and Data

The pace of protests and CDU deployments has been on the rise locally and nationally. The number of violent protests and riots have also been on the rise. It is incumbent on our jurisdiction to be prepared to professionally manage large scale events should civil unrest occur. As a leader in the region, many agencies look to the Fairfax County Police Department for mutual aid in times of distress. As such, we need to increase our outreach and facilitate joint training exercises.

We have been averaging two to three protests a week within the County during the past year. These protests require planning, coordination and outreach, and has put a strain on personnel to handle, as being a member of CDU is a secondary responsibility.

CDU Personnel must train regularly to ensure competency. The CDU Coordinator will be responsible for coordinating the following recurring CDU training:

- Twice yearly training for all CDU officers
- Quarterly CDU supervisors and commander training
- Annual grenadier training
- Biennial pepper ball instructor training

## FY 2019 – FY 2023 FCPD Staffing Plan

- Annual cut team training
- Quarterly Level One training (regionally)

In addition, the CDU Coordinator will be responsible for coordinating the three levels of CDU basic training:

- Level Three – 8-hour Introduction to CDU recruit course
- Level Two – 40 hour CDU Basic School
- Level One – 40 hour CDU Level One course

The CDU Coordinator will also be a member of the MWCOG Regional Training Cadre initiative, intended to field a regional training team that can deliver standardized training amongst members of the MWCOG region.

The CDU Coordinator will need to track all equipment issued to CDU, including 200 sets of CDU Personal Protective Equipment, shields, munitions, launchers, trailers, vehicles, etc. The CDU Coordinator will work with CDU commanders and the Financial Resources Division (FRD) to maintain an accurate budget that meets CDU needs.

The CDU Coordinator will work with FRD to identify Federal Grant opportunities to support the CDU mission.

The CDU Coordinator will also identify training opportunities locally and nationally for CDU officers to attend the latest training.

# FY 2019 – FY 2023 FCPD Staffing Plan

## ACRONYM LIST

AAll – Administrative Assistant III  
ADA – Americans with Disabilities Act  
AFU – Asset Forfeiture Unit  
APP – Animal Protection Police  
APPO – Animal Protection Police Officers  
ASB – Administrative Support Bureau  
ASD – Animal Services Division  
ATF – Alcohol Tobacco & Firearms  
BOS – Board of Supervisors  
CAD – Computer Aided Dispatch  
CALEA – Commission on Accreditation for Law Enforcement Agencies  
CDU – Civil Disturbance Unit  
CFB – Cyber and Forensics Bureau  
CFS – Calls for Service  
CIB – Criminal Investigations Bureau  
CID – Criminal Intelligence Division  
CIS – Criminal Investigations Section  
CISM – Peer / Critical Incident Stress Management Team  
CIU – Criminal Intelligence Unit  
CME – Continuing Medical Education program  
COG – Council of Governments  
COPS – Concerns of Police Survivors  
CORT – Community Outreach Resource Team  
COT – Communities of Trust  
CPO – Crime Prevention Officer  
CRS – Community Reporting Section  
CSM – Command Staff Memorandums

## **FY 2019 – FY 2023 FCPD Staffing Plan**

CSS – Crime Scene Section

CWA – Commonwealth Attorney

DCJS – Department of Criminal Justice Services

DEA – Drug Enforcement Agency

DHR – Department of Human Resources

DHS – Department of Homeland Security

DIT – Department of Information Technology

D-SWAT – Decentralized Special Weapons and Tactics

DVS – Department of Vehicle Services

EEOC – Equal Employment Opportunity Commission

EMT – Emergency Medical Technician

EOC – Emergency Operations Center

EOD – Explosive Ordnance Disposal

ESS – Electronic Surveillance Section

FAIRFAX AD HOC – Fairfax County Ad Hoc Police Practices and Review Commission

FBI – Federal Bureau of Investigations

FCC – Federal Communications Commission

FCPD – Fairfax County Police Department

FLSA – Fair Labor Standards Act

FMLA – Family and Medical Leave Act

FOCUS – Finance and Procurement (Payroll System)

FRD – Financial Resources Division

GPS – Global Positioning System

HAZMAT – Hazardous Material

IAPE – International Association for Property & Evidence

ICS – Incident Command System

IMT – Incident Management Team

ITB – Information Technology Bureau

## **FY 2019 – FY 2023 FCPD Staffing Plan**

IT TECH II – Information Technology Technician II  
JTTF – Joint Terrorism Task Force  
LPR – License Plate Reader  
LT – Lieutenant  
MAIII – Management Analyst III  
MCB – Major Crimes Bureau  
MCT – Mobile Computer Terminals  
MIR – Mandatory In-Service Retraining  
MOU – Memorandum of Understanding  
MPO – Master Police Officer  
MRB – Media Relations Bureau  
NCR – National Capitol Region  
NOVARIS – Northern Virginia Regional Identification System  
NTAI – Network Telecommunication Analyst I  
NTOA – National Tactical Officers Association  
NVRGTF – Northern Virginia Regional Gang Task Force  
NVRIC – Northern Virginia Regional Intelligence Center  
OCN – Organized Crime and Narcotics  
OEM – Office of Emergency Management  
OFC – Police Officer  
OMD – Operational Medical Director  
OSB – Operations Support Bureau  
PA – Physician’s Assistant  
PCA – Police Citizen Aide  
P&E – Property and Evidence  
PERF – Police Executive Research Forum  
PFC – Private First Class  
PFM – Public Financial Management Inc. (Consultant Group)

## **FY 2019 – FY 2023 FCPD Staffing Plan**

PIO – Public Information Officers

PPE – Personal Protective Equipment

PSA – Police Service Areas

PSD – Police Service Dog

PSHQ – Public Safety Headquarters

RMB – Resource Management Bureau

SCU – Street Crimes Unit

SGT – Sergeant

SLT – Station Logistics Technicians

SME – Subject Matter Experts

SOD – Special Operations Division

SOMP – Special Operations Medical Program

SOP – Standard Operating Procedures

SRO – School Resource Officer

SWAT – Special Weapons and Tactics

TAW – Tactical Analysis Worksheet

TECC – Tactical Emergency Casualty Care Program

TSC – Terrorist Screening Center

TUT – Tysons Urban Team

VALEAP – Virginia Law Enforcement Assistance Program

VDOT – Virginia Department of Transportation

VLEPSC – Virginia Law Enforcement Professional Standards Commission

WFO – Washington Field Office

WRAM – Warrant Risk Assessment Matrix

# FY 2019 – FY 2023 FCPD Staffing Plan

## Appendix

CALEA - The Commission on Accreditation for Law Enforcement Agencies, Inc.:  
[www.calea.org/](http://www.calea.org/)

C.O.P.S. – Concerns of Police Survivors: [www.nationalcops.org](http://www.nationalcops.org)

COT – Communities of Trust: [www.communitiesoftrust.com](http://www.communitiesoftrust.com)

Fairfax Ad Hoc – Ad Hoc Police Practices Review Commission:  
[www.fairfaxcounty.gov/policecommission/](http://www.fairfaxcounty.gov/policecommission/)

IACP – International Association of Chiefs Of Police: [www.theiacp.org](http://www.theiacp.org)

IAPE – International Associate for Property & Evidence Inc.: [home.iape.org](http://home.iape.org)

ICS – Incident Command System: [www.fema.gov/incident-command-system-resources](http://www.fema.gov/incident-command-system-resources)

MWCOG – Metropolitan Washington Council of Governments: [www.mwcog.org/](http://www.mwcog.org/)

PERF – Police Executive Research Forum: [www.policeforum.org](http://www.policeforum.org)

VALEAP – The Virginia Law Enforcement Assistance Program: [valeap.org](http://valeap.org)

VLEPSC – Virginia Law Enforcement Professional Standards Commission:  
[www.dcjs.virginia.gov/law-enforcement/programs/vlepsc](http://www.dcjs.virginia.gov/law-enforcement/programs/vlepsc)