



# STRATEGIC MANAGEMENT PLAN FY 2017-2021 PERFORMANCE REVIEW

## FY 2018 REPORT

ARLINGTON COUNTY POLICE DEPARTMENT  
1425 N. Courthouse Road, Arlington, Virginia 22201



# Key Performance Indicators

Key Performance Indicators (KPI's) assist an organization to define and measure progress toward organizational goals and objectives. Once an organization has analyzed its mission and defined its goals, it needs to measure progress towards those goals. KPI's provide the measurement tool.

| Goals   | Previous Performance  | Target Range   | Current Performance   | Status   |
|---|---|--|---|--|
| <b>Transportation Safety</b><br><br><b>KPI:</b><br>Crash Rate: Injury and Fatality Crashes<br><i>*Virginia Traffic Records Electronic Data System (TREDS)</i> | CY 2016<br><br>Crashes: 2,711<br>Injuries: 1,048<br>Fatalities: 1<br>Pedestrian Injuries: 135<br>Pedestrian Fatalities: 0 | Five (5) Year Mean<br>(CY 2013-2017)<br><br>Crashes: 2,527<br>Injuries: 1,049<br>Fatalities: 4<br>Pedestrian Injuries: 144<br>Pedestrian Fatalities: 1 | CY 2017<br><br>Crashes: 2,508<br>Injuries: 1,036<br>Fatalities: 5<br>Pedestrian Injuries: 127<br>Pedestrian Fatalities: 2 | +/- % (Compared against the mean)<br><br>Crashes: -0.75%<br>Injuries: -1.2%<br>Fatalities: +25%<br>Pedestrian Injuries: -11.8%<br>Pedestrian Fatalities: +100% |
| <b>Crime Prevention and Control</b><br><br><b>KPI:</b><br>Crime Rate: Violent and Property Crime<br><i>*2017 Annual Report</i>                                | CY 2016<br><br>Part I Offenses: 3,512<br>Part II Offenses: 7,288  | Five (5) Year Mean<br>(CY 2013-2017)<br><br>Part I Offenses: 3,662<br>Part II Offenses: 7,554  | CY 2017<br><br>Part I Offenses: 3,240<br>Part II Offenses: 7,764  | +/- % (Compared against the mean)<br><br>Part I Offenses: -11.5%<br>Part II Offenses: +2.8%  |
| <b>Community Engagement</b><br><br><b>KPI:</b><br>Community Satisfaction: Resident Survey<br><i>*Arlington County Resident Satisfaction Survey</i>            | CY 2015<br><br>Quality of Police Service: 85%   | Three (3) Survey Mean<br>(CY 2008, 2012, 2015)<br><br>Quality of Police Service: 85%   | CY 2017<br><br><b>*Survey Not Completed</b>   | +/- %<br><br><b>*Survey Not Completed</b>  |



# Goal 1 – Transportation Safety

| OBJECTIVES AND STRATEGIES   | Target Completion Date<br><i>(If applicable)</i> | Results   |   |   |
|---|--|---|---|---|
|   |  | Action Plan<br>Items being Conducted (Y/N)<br><i>*If no, list or identify items</i> | Measures of Success<br>Validate Action Plan (Y/N)<br><i>*If no, explain and adjust if necessary</i> | Executive Summary – Strategy Efforts  |
| <b>Objective 1: Enhance Motor Vehicle, Pedestrian and Bicycle Safety</b>          |  |   |   |   |
| 1: Coordinate traffic safety campaigns (SOS Commander)                            | Ongoing  | YES   | YES   | ACPD participates in two regional COG traffic safety campaigns and as well as the annual Arlington Safe Bike Initiative (SBI) and conducted 24 pedestrian safety stings   |
| 2: Enforcement at SOS complaint log locations (SOS and Patrol Section Commanders) | Ongoing  | YES   | YES   | SOS Traffic Complaint forms continue to be assigned to patrol officers for extra checks, investigation, and enforcement as needed.  |
| 3: Enhance traffic analysis capabilities (SOS Commander)                          | Position Reclassified                            | NO  | N/A   | This position has been reclassified to a crime analysis position and <b>should be removed from the SMP.</b>   |
| 4: Support all critical/fatal accidents (CIS Commander)                           | Ongoing  | YES   | YES   | The Critical Accident Team (CAT) will continue to be the lead investigative unit for all serious injury/fatal accidents.<br>In FY 2018, the CAT team investigated six (6) critical accidents, of which there were two (2) fatalities. One was a pedestrian and the other a single vehicle accident.<br>In each of the critical accidents, the CAT team notifies traffic engineering to get traffic signal reports, if they occur at/near an intersection controlled by a traffic signal. If the critical or fatal accident involved a pedestrian, the CAT team often will work with the District Team to clarify with that civic association what the circumstances were and if there was a recommendation to re-engineer the intersection or roadway.<br>CIS is in the process of looking at funding for a new laser measuring device to replace our outdated Total Station. Currently Fairfax County Police and Virginia State Police use a new product which they are highly complementary of. The cost of the new device is \$70,000 and funding is being explored. |
| <b>Objective 2: Enhance DUI Initiatives County-wide</b>                           |  |   |   |   |
| 1: Conduct education and awareness programs (Patrol Section Commanders)           | Ongoing  | YES   | YES   | Officers continue to work with the Restaurant and Bar Liaison, District Teams, and the Washington Regional Alcohol Program (WRAP) to educate citizens about the dangers of Drunk Driving. The department participated in several SoberRide campaigns throughout the year to include the Christmas season, St. Patrick's Day and July 4 <sup>th</sup> . To assist in our endeavors, the police department, along with WRAP and LYFT, recently outfitted and unveiled a new sober ride awareness vehicle.   |
| 2: DUI enforcement/TARP, TREDIS and RMS data (Patrol Section Commanders)          | Ongoing  | YES   | YES   | During FY18, officers worked a total of 2223 hours of DUI enforcement in addition to regular patrol activities, which resulted in 415 arrests for Driving Under the Influence.  |
| <b>Objective 3: Explore Traffic Engineering Solutions</b>                         |  |   |   |   |
| 1: Collaborate with DES and VDOT (SOS Commander)                                  | Ongoing  | YES   | YES   | SOS meets monthly with staff from DES-TEO.  |
| <b>Objective 4: Replace/Maintain Transportation Safety Equipment</b>              |  |   |   |   |
| 1: Traffic Incident Management Equipment (SOS Commander)                          | Ongoing  | YES   | YES   | SOS staff created and schedule of replacement for TM equipment and seeks grant opportunities for new equipment  |
| 2: Alcohol detection equipment (Patrol Section Commanders)                        | Ongoing  | YES   | YES   | Based on the equipment audit conducted last year, and the overall number of PBTs identified, there has not been a need to purchase new/additional ones.   |
| 3: Speed measuring devices (SOS Commander)  | Ongoing  | YES   | YES   | SOS purchased six traffic classifiers bringing total inventory to eight. This reduced the wait time for street classification from 8 weeks to three weeks.  |



# Goal 2 – Crime Prevention and Control

| OBJECTIVES AND STRATEGIES   | Target Completion Date<br><i>(If applicable)</i> | Results   |   |  |
|---|--|---|---|--|
|   |  | Action Plan<br>Items being Conducted (Y/N)<br><i>*If no, list or identify items</i> | Measures of Success<br>Validate Action Plan (Y/N)<br><i>*If no, explain and adjust if necessary</i> | Executive Summary – Strategy Efforts   |
| <b>Objective 1: Enhance Criminal Investigations</b>   |  |   |   |  |
| 1: Social media/digital intelligence<br>(CIS Commander)   | FY2019   | YES   | YES   | HSS Commander comments – The Social Media Intelligence Investigator has been organizationally relocated under the Homeland Security Section of CID to be more aligned with the responsibilities of intelligence within the Section.<br><b>CIS Commander comments</b> – A JIQ was authored by CIS and approved by County HR upgrading the Warrant Units administrative position to an Admin Specialist. This position was upgraded to assist both CIS detectives and the Warrant Unit by using various social media platforms to locate suspects and wanted persons as well as assist in the day to day functions of processing warrants and extraditions.  |
| 2: Improve crime analysis<br>(HSS Commander)  | Yearly   | YES   | YES   | As of April 2018, all positions within the Crime Analysis Unit have been filled and working closely with the police department on analysis needs.  |
| 3: Expand Homeland Security<br>(HSS Commander)  | Ongoing  | YES   | YES   | See summary in Goal 2, Objective 1-1 for additional. In addition, one Sergeant has been added to HSS to assist with the work of the Intel Investigator and the Social Media Intelligence Investigator.   |
| 4: Crime Scene/investigative methods<br>(CIS Commander)   | Ongoing  | YES   | YES   | Continue to look for educational workshops and schools to enhance the skills of the investigators and Crime Scene Unit MPO's. The Crime Scene Unit has continued to work on their skills/training with one MPO recently completing the 3 month VA Forensics Academy curriculum. CIS Lieutenant's continue to identify schools and training opportunities for new detectives that further their education in their respective unit's. This includes nationally recognized homicide, sexual assault, Child Protective Services and digital technology recovery conferences and workshops.<br>CIS purchased a new laser which enhances the Crime Scene Units capability to capture and photograph fingerprints from crime scenes utilizing a high-resolution camera and computer.   |
| 5: Regional – support criminal investigations<br>(CIS Commanders)                                     | Ongoing  | YES   | YES   | Meet quarterly with CIS COG members to discuss ongoing crimes/trends. Continue to participate in task forces along with Virginia State Police, FBI and United States Secret Service. Currently CIS participates in the following taskforces (TF); Regional FBI Violent Crimes TF, the VA State Police Internet Crimes against Children TF, the FBI Regional Child Sex Trafficking TF along with the Organized Crimes Section, Heroin Overdose TF and the United States Secret Service Fraud TF.<br>CIS meets quarterly with regional managers of the retail stores, banks as well as their security managers to discuss ongoing investigations involving theft, ID theft and fraud. CIS also meets with regional managers from the apartment, condo associations and building managers to discuss burglary prevention, bike larcenies and theft from vehicle prevention and office larceny prevention. |
| <b>Objective 2: Deter/Detect Criminal Behavior</b>  |  |   |   |  |
| 1: Identify/disrupt narcotics distribution<br>(OCS Commander)   | Ongoing  | YES   | YES   | The Organized Crime unit is focusing its efforts on the opioid/fentanyl epidemic. Most of the illicit opioids that come into Arlington/Northern Virginia come from Washington DC. We work closely with our regional/federal partners to identify and disrupt the supply. We are also utilizing the special grand jury to identify and investigate distribution and overdose cases.   |
| 2: Community based gang prevention efforts<br>(OCS Commander)   | Ongoing  | YES   | YES   | The gang unit continues to gather intelligence and research gang members in the community. Unaccompanied minors have causes some concerns but we try to identify them and link them up with services and support to ease their transition into the community.  |
| 3: Crime Prevention Through Environmental Design<br>(CPTED)<br>(Operations Support Section Commander) | Suspended  | NO  | NO - See Executive Summary.   | This item will not be completed during the listed timeframe. Currently, there is one officer assigned to this duty and that is the Aux Lt. There are no sworn officers active in this program. To have a robust and worthwhile program of this nature will require sustained staffing commitment which is not possible at this time. <b>Recommend elimination of this program item until staffing is at full strength and then re-examining potential opportunities for implementation at that juncture. No further action needed or possible at this time.</b>  |
| 4: Identify crime trends and allocate necessary resources<br>(CIS and Patrol Section Commanders)      | Ongoing  | YES   | YES   | Continue to work with Crime Analysis to identify crime trends and suspect profiles and to develop matrix's which indicate the most common date/time for criminal activity. Utilize the Tactical Unit to conduct surveillance and to identify/arrest perpetrators. The Tactical Unit works throughout the Metro region and the  |



# Goal 2 – Crime Prevention and Control

|   |                |     |     |  |
|---|----------------|-----|-----|--|
|   |                |     |     | <p>unit Lieutenant works through their contacts in other agencies to assist with the apprehension of not only Arlington suspects but regional suspects as well.</p> <p>CIS Lieutenant's worked with operations supervisors to develop and implement the "Into the Blue" program which has been uploaded onto the Mobil Data Terminal's in the police cruisers. This program promoted easier access to crime data and wanted subject lookouts which allowed detectives to immediately reach out to the road officers with the most up to date information on cases.</p> <p>The warrant unit was responsible for 780 warrants served and extradited 120 wanted individuals from outside the Commonwealth. During the period in question, the warrant unit saw a 6.27 percent decrease in outstanding warrants. The amount of outstanding warrants are steadily declining and with the addition of the Administrative Assistant Specialist, this will aid in the identification, location and apprehension of outstanding wanted subjects.</p>  |
| <b>Objective 3: Robust Critical Incident Capabilities</b>                 |                |     |     |  |
| 1: Active Violence Incident<br>(Patrol, HSS and HRMS Commanders)          | FY2019         | YES | YES | <p><b>Patrol Commander</b> – Planning for a full-scale exercise of the ACPD AVI patrol response, command response and communications response. Regional planning has begun for a full-scale exercise of the walk-out plan, and the AVI regional response plan in May 2019.</p> <p>Working with DPSCEM on a full review and renewal of the County Family Assistance Center/ family reunification plan. Working with CIS to increase planning for Investigative response, family reunification, property return plan.</p> <p><b>HRMS Commander</b> – AVI Plan completed and adopted by Northern Virginia agencies. Training on AVI plan conducted for Police Department and ECC supervisors.</p> <p><b>HSS Commander</b> – Nothing to add.</p> <p><b>CIS Commander</b> – Working with OPS Commanders to develop a CIS response matrix for a Mass Casualty or AVI event. Working with the Arlington FD to determine if a new patient tracking app called "Fling" would also be applicable to identifying and cataloging mass witnesses. CIS will be participating in upcoming tabletop exercises.</p> |
| 2: High threat/disaster preparedness<br>(Patrol and HRMS Commanders)      | Ongoing        | YES | YES | <p><b>Patrol Commander</b> – ESF - 13 roster is fully trained and ready for EOC activations.</p> <p>Additional ICS Training in the form of Discussions and Table Top Exercises</p> <p><b>HRMS Commander</b> – TTU member assigned full-time to Arlington County High Threat Program and FEMA CCTA Grant awarded to Arlington County. Member coordinated participation by ACPD in FY2019 exercises and drills involving WMATA, Pentagon, National Guard Readiness Center, DHS and tabletop exercise for Arlington Public Schools. High Threat Program member conducted debriefs regarding active violence events for other county agencies and schools. Member conducted regular No Notice Drills for patrol officers, fire department and SROs. Member conducted ICS training for 2018 Sergeant School. Member instituted terminology change in daily operations to coincide with cold, warm, hot zone terminology used for warm zone care protocols.</p> <p><b>CIS Commander</b> – Provided an intern to assist the Tactical Training Unit (TTU).</p>   |
| <b>Objective 4: Resource Management</b>                                   |                |     |     |  |
| 1: Lower level property crimes<br>(CIS and Patrol Section Commanders)     | FY2019         | NO  | YES | <p>With the reduction in staffing, there will be unfortunately a reduction in efforts dedicated to lower level property crimes that have no solvability factors. We though. are utilizing the CIS interns to reach out to crime victims either by phone or in writing to explain the process and how to file a report with their insurance companies. CIS is also working more closely with the administrator of the online reporting system to ensure that we have a timelier response to those who opt to file a report online or through the telephone reporting function.</p>  |
| 2: Communication between divisions<br>(CIS and Patrol Section Commanders) | FY2018/Ongoing | YES | YES | <p>CIS Commander will meet monthly with Operations Captains and Deputy Chief during their touch base meetings. Continue to encourage communication and collaboration between CIS and OPS. CIS supervisors and detectives are updating information in the "Into the Blue" program as well as attend the three roll calls to facilitate the exchange of information. CIS utilizes officers on overlap days and on unobligated time to work with CIS detectives to gain valuable working knowledge of case investigation/management and to further their investigative techniques while on patrol. Over the summer, CIS utilized several of the SRO's to work in the Special Victim's Unit as well as the Digital Forensics Unit. This aids CIS supervisors in identifying future detectives who show the knowledge and aptitude for the work.</p>  |



# Goal 3 – Community Engagement

| OBJECTIVES AND STRATEGIES   | Target Completion Date<br>(If applicable) | Results   |   |  |
|---|---|---|---|--|
|   |   | Action Plan<br>Items being Conducted (Y/N)<br><i>*If no, list or identify items</i> | Measures of Success<br>Validate Action Plan (Y/N)<br><i>*If no, explain and adjust if necessary</i> | Executive Summary – Strategy Efforts   |
| <b>Objective 1: Strengthen Community Bonds and Promote Partnerships</b>             |   |   |   |  |
| 1: Community events<br>(CRS and CIS Commanders)                                     | Ongoing                                   | YES   | YES   | The District Teams attended over 700 community events, meetings, and outreach programs throughout the year. In addition, District Team members hosted several events to include the Police, Fire and Sheriff Block Party, the 2018 National Drug Take-Back Initiative, Coffee with a Cop, Rock Climbing Outreach Program, ACSTEP (Arlington County Summer Teen Enrichment Program), and numerous holiday events and toy drives.<br><b>CIS Commander comments</b> – CIS supervisors and detectives attended multiple Coffee's with a Cop over the course of the year, pizza with a SRO, Children's book drive, OEM Aftermath/"Her"ricane Outreach HS Kids/Aspiring detectives, The Leadership Center for Excellence - Leadership Arlington Youth Program, National Night Out, ACPD Block Party, Conversation with a Cop @ Don Tito's & Whitlow's, Houston PD Hurricane Relief Effort, Women in Public Safety presentation, CGCC Student Presentation, Washington Center Intern/Work Recruitment, multiple recruiting trips to college/universities as well as assisting HRMS with "shadowing" a detective program with potential hires as well as attending and presenting at the Women in Public Safety event. |
| 2: Develop/enhance relationships<br>(CRS Commander)                                 | Ongoing                                   | YES   | YES   | Same as above  |
| 3: Provide assistance to crime victims<br>(CIS Commander)                           | Ongoing                                   | YES   | YES   | CIS will continue to work with the Commonwealth's Attorney Office and their victim/witness program to ensure that crime victims receive all benefits and services guaranteed by law. CIS supervisors/detectives regularly meet with both Commonwealth Victim advocates as well as outside victim's groups, such as Doorways, to ensure there is education and services provided to victims/witnesses and assistance as they navigate the criminal justice system. CIS supervisors/detectives also speak at numerous community meetings, workshops and events that deal with crime, crime prevention and the aftermath. CIS Commander also reviews and processes all U-Visa requests for undocumented victims of crimes who are attempting to establish residency.  |
| <b>Objective 2: Increase Community Support and Cooperation</b>                      |   |   |   |  |
| 1: Collaborate with stakeholders<br>(CRS and Operations Support Section Commanders) | Ongoing                                   | YES   | YES   | Throughout the year, District Team members met with internal and external partners to address ongoing issues within the community. Examples include working with CPHD, Civic Associations, the Drug Enforcement Agency, DES, DHS, Probation and Parole, and many private sector partners to include the Rosslyn BID, Crystal City BID, Ballston BID, and the Columbia Pike Revitalization Organization. A significant amount of time is spent liaising with the restaurant and bar community to increase responsible alcohol service through training and education programs. In addition, the teams collaborated with other public safety agencies inside and outside of Arlington County to achieve goals and objectives.  |
| 2: Collaborate with not-for-profit businesses<br>(CRS Commander)                    | Ongoing                                   | YES   | YES   | District Teams officers routinely work with non-profit sector including the Arlington Partnership for Affordable Housing, Arlington Street People's Assistance Network, and the Phoenix House.   |
| <b>Objective 3: Increase Transparency and Trust</b>                                 |   |   |   |  |
| 1: Educate residents on policies, training and tactics<br>(HRMS Commander)          | Ongoing                                   | YES   | YES   | A twelve week, Citizen's Police Academy (CPA) session was held from September to November 2017. Class size for this session was expanded from sixteen students to twenty students. Eighteen students successfully completed the program and gave high reviews to the program. Planning for the FY 2019 CPA is already underway.<br><b>CIS Commander comments</b> – CIS supervisors and detectives were presenters during the Citizen's Police Academy. We will continue to support this outreach to the community.   |
| 2: Volunteer programs<br>(HRMS Commander)   | FY2019                                    | YES   | YES   | HR initiated an intern program to assist investigators within the unit and to support recruiting initiatives. HR is looking to expand intern opportunities within our agency with the focus on college students from ambassador schools looking to transition into law enforcement after graduation.   |
| 3: Youth engagement programs<br>(CRS Commander)                                     | Ongoing                                   | YES   | YES   | District Team Members participated in several youth outreach initiatives to include the ACSTEP program, after school reading programs, Pizza with the Po-Po, Rock Climbing Outreach, the Women in Public Safety Day Event, and Project Empower. All of these events and programs aim to interact with the youth in our community to build lasting relationships, develop enhanced self-confidence and teach kids about choices and leadership.   |



# Goal 3 – Community Engagement

|   |         |   |  |   |
|---|---------|---|--|---|
| 4: Access to information<br>(OPR and CIS Commanders)                      | Ongoing | NO – Website updates and ACPD app development is not complete.                    | YES  | OPR coordinated with the CMO to implement a county wide tracking system for FOIA requests. This program was developed in collaboration with PSIT to meet internal needs before being presented to the CMO for wider use by the county. Development of the ACPD app, by PSIT, is expected to begin in FY 19.   |
| 5: Professional standards<br>(OPR Commander)                              | FY2019  | NO – Proofs of compliance, Agency Evaluation and Commission Review has not begun. | NO – Achieving VLEPSC accreditation is not anticipated until late FY 2019. | OPR has undertaken the challenging task of bringing the entire directives manual into compliance with VLEPSC standards. This process is nearing completion and proofs are now being pulled as we begin the early preparations for the agency to be assessed by VLEPSC. It is anticipated the agency will be assessed early 2019 (Feb-Apr; dates TBD).   |
| 6: Social media content/platforms<br>(Media Relations and Public Affairs) | Ongoing | YES   | YES  | The Media Relations and Public Affairs Office continues to engage the public on social media to promote community outreach and engagement, public safety education and campaigns, and various other topics of interest to our public. We also utilize our resources in the media to promote positive police stories to include WJLA's Hero 24/7 and share information on successful police investigations. We continue to see an increase in new followers on our social media platforms.   |
| <b>Objective 4: Crime Awareness</b>                                       |         |   |  |   |
| 1: Crisis/disaster awareness training<br>(HRMS and CRS Commanders)        | Ongoing | NO  | NO   | Effective FY2019 - Due to reorganization this has been reassigned to the HRMS and CRS commanders. The TTU representative assigned to the High Threat Program implements the majority of this strategy. CRS provides active shooter awareness training to the community. The SMP has been updated to reflect this change.  |
| 2: Educational programs<br>(CRS, HRMS, CIS Commanders and PIO)            | Ongoing | YES   | YES  | District Teams routinely distribute crime information and safety tips to the community. Information is shared via online formats as well as in person, to include attending civic association meetings to address ongoing trends and presenting safety programs such as Safety in Houses of Worship, Active Shooter Training, Hotel and Fraud Seminars, and safety exercises at community events. CIS personnel participate in many of these community outreach programs as subject matter experts. The Media Relations and Public Affairs Office creates safety awareness flyers on various crime trends and shares them on our social media platforms to increase awareness to the public. The office also works with CIS personnel to issue press releases on active criminal incidents (e.g. Series of indecent exposures in the Ft. Myer Heights area) and leverages our media contacts to ensure a broader release of information to the public.<br><b>HRMS Commander</b> – Personal safety citizen classes transitioned to Community Outreach.<br><b>CIS Commander comments</b> – See Goal 3: Objective 1. CIS supervisors and detectives are active with training our partners to include Child Protective Services, ECC, Adult Protective Services and Doorways (Domestic Violence). We have also made outreach to both Marymount University and the three high schools for domestic violence and sexual assault awareness training. |



# Goal 4 – Enhance Infrastructure

| OBJECTIVES AND STRATEGIES   | Target Completion Date<br><i>(If applicable)</i> | Results   |   |  |
|---|--|---|---|--|
|   |  | Action Plan<br>Items being Conducted (Y/N)<br><i>*If no, list or identify items</i> | Measures of Success<br>Validate Action Plan (Y/N)<br><i>*If no, explain and adjust if necessary</i> | Executive Summary – Strategy Efforts   |
| <b>Objective 1: Develop Personnel</b>   |  |   |   |  |
| 1: Professional development<br>(HRMS Commander)   | Ongoing  | YES   | YES   | <p><b>Career Path Guides</b> – These guides were finalized and placed into a folder accessible to everyone in the department. The guides were also presented in roll call training by the T&amp;CDU.</p> <p><b>Sergeant School</b> – A three-day sergeant school was rebuilt and held on April 23-25, 2018. It was attended by twelve eligible sergeant candidates and received positive reviews. Adjustments to the curriculum are underway for the next school.</p>  |
| 2: Employee wellness program<br>(HRMS Commander)  | FY2020   | YES   | YES   | <p><b>Peer Fitness Facilitator Program (PFFP)</b> – The Training Section applied for a Justice Assistance Grant and was awarded monies to obtain Tactical Strength and Conditioning Facilitator (TSAC-F) certifications. Applications for the position of Peer Fitness Facilitator were sought and eight officers were selected. Two meeting of the group have been held and a strategy defined. Two officers are attending the TSAC-F course in June 2018. The MPO of the T&amp;CDU is taking the lead on this program.</p> <p><b>Recruit Workout Plan</b> – As a result of the initial meetings of the Peer Fitness Facilitator Group, an effort was made to identify alternative workout facilities for recruit physical training because the department’s current facilities are inadequate. A couple of additional facilities were identified and the T&amp;CDU MPO secured a contract with CrossFit Adaptation for use of their facilities and equipment two days a week and started the program in May 2018.</p> <p><b>Department Physical Fitness Facilities</b> – The T&amp;CDU and PFFP are providing input for the development of a fitness and control tactics space at the Buck Properties.</p> <p><b>Peer Support Team Training</b> – The Peer Support Team (PST) is in the process of meeting the requirements to obtain team accreditation. As part of these efforts, the PST applied for Justice Assistance Grant funds for members of the team to attend required Crisis Intervention and Suicide Prevention training. Six members have or will complete this training by the end of FY2018.</p> |
| 3: Prepare officers to respond<br>(HRMS Commander)  | Ongoing  | YES   | YES   | <p><b>Rolling Roadblock Training</b> – A gap was identified in the training provided for the execution of rolling roadblocks. T&amp;CDU finalized and implemented Rolling Roadblock training. Many months of planning and the acquisition of vehicles completed the development process of this training. The first five classes have been held with great success. The goal is to have all of Operations trained before the end of 2018 as well as including this training in the three year ASTD cycle.</p> <p><b>Shotgun Training</b> – A gap was identified in the current shotgun training attached to In-Service Firearms training. TTU developed a program to address this gap by mandating eight hours of shotgun training each calendar year. Command approved the program and implementation is scheduled for Fall 2018.</p> <p><b>ALERRT Training</b> – As a result of a TTU member participating in the FBI Police Executive Fellowship Program, in FY2018 the department has hosted DOJ funded regional ALERRT training for active violence response. This training has included three, ALERRT Level 1 – two day classes and one ALERRT Level 1 Instructor – five-day class.</p>  |
| <b>Objective 2: Plan for Growth and Future Vacancies</b>                                      |  |   |   |  |
| 1: Reflect demographics<br>(HRMS Commander)   | Ongoing  | YES   | YES   | <p><b>Ambassador Program</b> – Recruiting initiatives at HBCU schools, colleges and universities. Targeted diversity recruiting of under-represented populations through selective advertising, crafted recruiting video and EEO collaboration. Increase military veteran recruitment and improve veteran recruiting package to increase targeted diversity candidates.</p>  |
| 2: Reflective of population size<br>(HRMS Commander)  | Ongoing  | YES   | YES   | <p>Continue to anticipate retirements and departures and hire over strength positions to mitigate impact of the extensive training cycle. Continue to aggressively recruit police candidates to be prepared for potential future growth, as provided for in the Police Staffing Study.</p>   |
| 3: Automation of recruitment tools<br>(HRMS Commander)  | Ongoing  | YES   | YES   | <p><b>Multiple Recruiting/Advertising Platforms</b> that reflect current recruiting data, trends and best practices. Maintain a regional and out of state presence through social media (Geo Fencing), billboard, metro and movie theater advertising. Update and maintain recruiting infrastructure: Ambassador Program, videos, advertising, laptops and technology.</p>   |
| <b>Objective 3: Improve, Identify and Implement Technologies to Enhance Policing Services</b> |  |   |   |  |





# Goal 4 – Enhance Infrastructure

|   |           |           |           |   |
|---|-----------|-----------|-----------|---|
| 1: Prioritization of technology<br>(PSIT Manager)                                 | Ongoing   | YES       | NO        | Prioritization of competing Public Safety IT projects is accomplished on a continual basis through the Public Safety Governance Board processes.  |
| 2: Manage Information/Technology<br>(PSIT Manager)                                | Ongoing   | YES       | YES       | Information Technology continues to be managed centrally for all Public Safety agencies with direction and budget support from Police Fire Sheriff and Public Safety Communications and oversight from the County CIO and CFO.  |
| 3: Mobile Command Vehicle<br>(SOS Commander)                                      | FY2018    | YES       | YES       | Current MCV is for sale and there is an on-going process to purchase one new vehicle for use by ACFD and ACPD.  |
| 4: RMS implementation<br>(IT Commander)   | COMPLETED | COMPLETED | COMPLETED | COMPLETED   |
| <b>Objective 4: Conduct Facilities Planning</b>                                   |           |           |           |   |
| 1: Evaluation of workspace usage<br>(SMS Commander)                               | Ongoing   | YES       | YES       | Courts/Police Building Renovation Study is in progress.<br><b>CIS Commander comments</b> - TAC & MPO Space was reorganized to increase continuity & crime lab space, reconfigured the P2 Room & added processing area in CIS, added intern bullpen to Property Crimes section. Participating in ongoing discussions with the JFAC working group and the potential move of the MPO's to the Buck property with their own workspace and lab.<br>Working with DES on the design, implementation and future construction of a "Safe Haven". This would allow a crime victim or someone in need of immediate police services to enter the 14 <sup>th</sup> Street side of the PD building and lock themselves in until police arrive. Currently there is an outdoor call box in that location but the doors are only accessible by police, sheriff and courts personnel. The Safe Haven would be monitored 24/7.<br>CIS was approved in June 2018 to spend \$400,000 to update each of the interview rooms in CIS with state of the art camera/video recording systems by AXON. CIS will no longer have analog and CD recordings and all will now be stored in Cloud based storage system. Projected start of the project is late September, early October 2018. |
| <b>Objective 5: Asset Management</b>  |           |           |           |   |
| 1: Vehicles and safety equipment<br>(SMS Commander)                               | Ongoing   | YES       | YES       | Continue to work with DES to ensure vehicles are well maintained and safety measures are in place to maintain the fleet.  |
| 2: Equipment assigned to officers<br>(SMS Commander)                              | Ongoing   | YES       | YES       | Safety equipment is being assigned to patrol fleet vehicles to ensure that officers have appropriate equipment to handle a variety of calls.  |
| 3: Budgets reflect replacement cycle<br>(SMS, HRMS and Patrol Section Commanders) | Ongoing   | YES       | YES       | <b>Armory Budget</b> – Armory staff worked with budget personnel to identify annual actual costs for firearms and Taser programs. This resulted in a FY2018 armory budget of \$272,720.00. Expended funds for FY2018 is \$272,717.22. The FY2019 budget amount will remain level with the FY2018 amount.<br><b>Firearms Replacement Cycle</b> – Armory staff recommended transition to 9mm Glock pistols and establishment of a 10-year replacement cycle. In the alternative, armory staff recommended establishing a 7-year replacement cycle for current .40 S&W Glock pistols. Awaiting command decision and funding.   |