

PUBLIC SAFETY

Police Division

Description

The Police Division responds to citizen complaints, provides patrol coverage, enforces traffic laws, investigates criminal activity, and provides educational programs on such topics as drug awareness and crime prevention. In addition, the Division conducts crime analysis, investigates animal complaints, operates citizen police academies, and provides emergency communications for the County.

With the exception of several specialized components of the organization that report to the Chief of Police, the Police Division consists of two primary commands, Field Operations and Support Operations. Field Operations encompasses the Patrol Bureau, the Investigative Bureau, and the Special Operations Group. Support Operations is responsible for the Administrative Services and Support Services Bureaus. By dividing the agency into functions associated with various organizational entities, the Division formally establishes and categorizes components according to job function, and defines organizational philosophies.

Objectives

- To achieve total professionalism, through training, commitment and action within the rule of law, in response to the needs of the community.
- To establish as a cornerstone of all Division endeavors, a partnership with the community based upon mutual trust and integrity.
- To eliminate opportunity for crime and reduce fear of crime through Intelligence-Led Policing (ILP) and the Division's policing strategy TEMPO (Technology Enhanced Modern Policing Operations). TEMPO is the efficient use of intelligence in the deployment of resources to effectively prevent, deter, and respond to crime and quality of life concerns. To achieve the highest level of safety possible on our streets through education, enforcement, and high visibility.

Annual Fiscal Plan

<u>Description</u>	<u>FY16 Actual</u>	<u>FY17 Original</u>	<u>FY18 Approved</u>	<u>Change 17 to 18</u>
Personnel	\$ 65,838,510	\$ 64,197,703	\$ 66,198,482	3.1%
Operation	5,015,827	6,587,366	6,860,204	4.1%
Capital	504,567	439,427	457,070	4.0%
Total	<u>\$ 71,358,904</u>	<u>\$ 71,224,496</u>	<u>\$ 73,515,756</u>	<u>3.2%</u>
Personnel Complement*	828	842	852	10

*Complement includes sixteen complement II positions funded by State revenue (Wireless E-911 funds).
The complement also includes the addition of ten Police Officer positions for FY2017-18.

Performance Measures

	FY16	FY17	FY18	Change 17 to 18
Workload Measures				
Total Calls for Service	211,832	215,539	219,311	3,772
Number of Animal Calls	17,965	18,279	18,599	320
Number of Part I Crimes	8,901	9,057	9,215	158
Number of Criminal Arrests	20,111	20,463	20,821	358
Number of Traffic Arrests	43,149	43,904	44,672	768

- To extend compassion impartially to all persons, regardless of the nature of the interaction, through fairness and understanding in response to those with whom contact is necessitated.
- To hold all division personnel accountable to the highest standards of conduct in performing our service to the community and embracing the ideals of our Constitution and democratic society.
- To provide our employees with an environment in which to work that is sensitive to their needs, and conducive to the accomplishment of the highest quality of work.

Budget Highlights

The FY2017-18 budget for the Police Division totals \$73,515,756, which represents an overall increase of \$2,291,260 or 3.2 percent from the previous approved budget. The personnel component increased by a net difference of \$2,000,779 or 3.1 percent from the previous approved fiscal year. The personnel component includes funding of \$611,830 associated with ten new Police Officer positions that will allow the Division to staff additional service areas. This budget reflects the final year of a five-year commitment. This component reflects updated estimates including a 2.5 percent salary increase for FY2017-18 and rising health care costs. Funding of \$225,000 is included for overtime and associated FICA to address increasing costs in this area. Ongoing funding of \$189,895 is included in order to cover the costs associated with the 147 positions authorized to receive the \$1,200 per year clothing allowance. It is important to note that these adjustments were offset by

the reduction of salaries and benefits associated with a large number of recent retirements of long-term employees within the Division.

The operating component is forecasted to increase by \$272,838 or 4.1 percent from the previous fiscal year. Funding of \$83,660 was added for on-going operating costs associated with the ten new Police Officer. It is important to note that the one-time costs of \$72,830 for these positions are already included in the base budget as a result of the ten positions added in the previous fiscal year. The total operating amount budgeted for the new positions is \$156,490. In addition, the operating component includes budget adjustments of \$56,000 for education and training classes and \$34,040 for telecommunications. Funding of \$60,000 is included for the new tower site lease and \$1,346 was added to cover additional costs for an existing tower site lease. This component also includes funding of \$41,905 associated with four radio towers that was transferred to the Police Division from the Department of General Services.

The capital component totals \$457,070 and increased by \$17,643 or 4.0 percent from the previous approved budget. Funding of \$388,920 is included for one-time capital costs associated with the ten new Police Officer positions. The capital component also includes \$49,150 for replacement equipment associated with the Radio Shop, \$14,000 for the digital camera replacement program, and \$5,000 for printer replacements. It is important to note that the Division has funding totaling \$2,324,800 in the capital budget, found elsewhere in this document, for the police vehicle replacement program, which will allow for the purchase of vehicles in FY2017-18.

The Police Division Patrol Operations continue to operate from three stations that make up our Patrol

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West, Central, and South Operations. The three station design allows station commanders to better deploy officers and address quality of life issues and engagement with their communities.

The Fair and Impartial Policing (FIP) training program applies the modern science of bias to policing; it trains officers on the effect of implicit bias and gives them the information and skills they need to reduce and manage their biases. The curricula address not just racial/ethnic bias, but biases based on other factors, such as gender, sexual orientation, religion, socio-economic status and others. This training is required prior to the issuance of body-worn cameras. In 2016, all sworn officers in the Police Division completed Fair and Impartial Policing training, regardless of the officer's assignment. The initial body-worn camera deployment plan is now complete with a total of 430 body-worn cameras issued to uniformed officers.

The Police Division continues to lead the County's efforts to replace the 800MHz radio system. Henrico and its regional partners awarded contracts with the successful vendor in 2016. Tower Site selection and system detailed design review is now underway.

In 2016 the Police Division placed first in the Virginia Association of Chiefs of Police Law Enforcement Challenge. This is the 11th consecutive year the Police Division earned the first place award at the state level. This award is presented to agencies of similar size categories based on judging criteria that evaluates the agency's efforts in reducing impaired driving, speeding, and occupant protection violations and crashes. The first-place agencies at the state level then participate at the international level. Since 2004, the Police Division has placed first, second, or third for ten of those years.

The International Association of Chiefs of Police Highway Safety Committee awarded the Police Division its third first place National Law Enforcement Challenge Award. The judges review the efforts of each agency in the following categories throughout the year: Policy and Guidelines, Training of Officers, Recognition of Agency and Officers, Public Education and Information, Enforcement Efforts, and Effectiveness of Efforts.

In 2016 the Criminal Justice Services Board of the Virginia Department of Criminal Justice Services

recertified the County of Henrico as a Certified Crime Prevention Community (CCPC). This is Henrico County's fourth recertification since its initial certification in 2003. The goal of CCPC program is to publicly recognize and certify localities that implement a defined set of community safety strategies as part of a comprehensive, community safety/crime prevention effort. To obtain certification and recertification, a locality must meet twelve core community safety elements/strategies augmented by a minimum of seven approved optional elements. This recertification is a major accomplishment and a true example of the many partnerships within Henrico County.

Henrico County's Crisis Intervention Team (CIT) model was developed in 2008. The team consists of selected staff from Henrico County Police and Fire Divisions, the Henrico Sheriff's Office, and Henrico Area Mental Health and Developmental Services. This team responds to citizens in psychiatric crisis with the goal of better assessing their needs and available services thus reducing the potential need for hospitalization or incarceration. Henrico's CIT team has trained over 1,559 first responders from 39 jurisdictions or agencies. One hundred percent of Henrico police officers have completed CIT training. The de-escalation skills learned in CIT have become a key requirement of the Division's deployment of less-lethal Tasers to patrol officers. Officers must first attend CIT training before they are issued a Taser.

The County's CIT Crisis Receiving Center (CRC) is located at Henrico Doctors' Hospital Parham and is staffed by CIT trained officers, Henrico Mental Health Emergency Services clinicians and a peer specialist. The CRC expedites the transfer of custody for an individual in a psychiatric crisis and provides centralized services for people in crisis and their families during the Emergency Custody Order/Temporary Detaining Order process. The CRC is open seven days a week from 8:00 a.m. to 2:00 a.m. The CRC has seen a 30 percent diversion from involuntary hospitalization. More than 2,781 citizens have been assisted at our CRC since its inception in December 2012.

Another component of Henrico County's CIT program is a community response continuum and STAR team (Services to Aid Recovery). This program is a coordinated outreach initiative between CIT trained

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police officers and mental health clinicians. The goal is to assist citizens in the community with a mental health related issue, who frequently access 911 services, have a degree of lethality, and are not accessing therapeutic services through traditional means. The STAR team averages ten visits per week and includes utilization of other county agencies such as the Henrico Department of Social Services and Community Maintenance.

The Police Division remains a recognized professional law enforcement agency through its efforts to maintain international accreditation. In 2017, the Division earned its ninth reaccreditation since it was first accredited in 1987. The Commission on Accreditation for Law Enforcement Agencies (CALEA) chose to present the Division with its highest award, the CALEA Gold Standard Advanced Accreditation with Excellence. The Division established the goal of becoming a TRI-ARC accredited agency. TRI-ARC is achieved when the Training Unit and the Emergency Communications Section receive independent accredited status through CALEA. In pursuit of this goal, CALEA conducted simultaneous onsite assessments of all three TRI-ARC disciplines in 2016. The Commission awarded the TRI-ARC accreditation to the Division in March 2017.

Recruiting intelligent and effective police officers representative of the community served is a high priority for the Police Division. In 2016, Military Times magazine ranked the Henrico Police Division as one of the top six law enforcement employers of military veterans in the United States. The Police Personnel Unit continues to focus on diverse recruiting by increasing visits to historically black colleges and attending additional job fairs and visiting more educational institutions in diverse communities. To improve upon this effort, the Police Division applied for and was awarded a Justice Assistance Grant specifically for minority recruiting efforts. These funds enhanced the frequency and geographic reach of focused recruiting efforts.

The Police Division complement totals 852 in FY2017-18. One of the Division's top priorities is maintaining the appropriate level of patrol officers, detectives, and command staff. Included in the Police complement are sixteen communication officer positions, whose salary and benefits are funded in the

Special Revenue Fund. The County receives funding to support these positions from the State 911 Services Board, which distributes to localities a portion of the E-911 service fee collected by the State. The State service fee is \$0.75 per month charged to each cellular phone.

The Police complement includes a total of thirty-four School Resource Officers. The School Resource Officer Program is a joint effort between the Police Division and the Henrico County Public Schools. The Henrico County Public Schools provides funding for twenty-one of these Officers while the Police Division funds the remaining thirteen School Resource Officer positions.

All School Resource Officers (SRO) and Supervisors receive forty hours of in-service training annually to certify or recertify as Juvenile Services Officers. This specific regimen of training was established by the Police Division to set a new precedent regarding how School Resource Officers engage both students and parents in a school environment. Some examples of this forty-hour block of instruction consisted of Fair and Impartial Policing, Youth Mental Health and Emotional Issues, Interacting with Students with Disabilities and Special Needs, and Conflict De-Escalation.

The Police Division supports the Police Athletic League (PAL) by providing three Police Support Technicians to work with the program. Each is assigned to one of the three PAL after-school programs at Baker, Chamberlayne, and Harvie elementary schools. These Police Support Technicians perform administrative tasks while School Resource officers present safety lessons/programs and assist students with homework during the afterschool program, as well as mentoring and supporting PAL summer camp. The PAL Police Support Technicians assist with a variety of other programs including open basketball gym events and chess club, which are open to all Henrico County youth.

The budget includes ten new Police Officer positions for FY2017-18 and reflects year five of a five-year plan to add ten new positions per year to the Police Division's complement. A total of 269 sworn positions are currently assigned to the Patrol Stations

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that cover forty-five service areas. The Division's request to add ten additional sworn officer positions to their complement would reduce the number of unstaffed service areas and enhance the Division's ability to respond to calls for service, focus on specific crime issues, and address crimes occurring in hot spots known for illegal activity.