

# PUBLIC SAFETY

## Police Division

### Description

The 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, the CASE Unit, Animal Protection, 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 is able to formally establish and categorize components according to job function, and to define 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 that is 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>FY14 Actual</u>	<u>FY15 Original</u>	<u>FY16 Approved</u>	<u>Change 15 to 16</u>
Personnel	\$ 61,476,908	\$ 61,307,332	\$ 62,692,494	2.3%
Operation	5,501,902	5,734,949	6,126,889	6.8%
Capital	243,235	426,940	425,390	(0.4%)
Total	<u>\$ 67,222,045</u>	<u>\$ 67,469,221</u>	<u>\$ 69,244,773</u>	<u>2.6%</u>

Personnel Complement*	807	815	827	12
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\*Complement includes sixteen complement II positions funded by State revenue (Wireless E-911 funds). The complement also includes two Police Support Technicians added during FY2014-15 and the addition of ten Police Officer positions for FY2015-16.

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**Performance Measures**

	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>Change 15 to 16</b>
<b><u>Workload Measures</u></b>				
Total Calls for Service	197,502	201,452	205,481	4,029
Number of Animal Calls	18,654	18,932	19,215	283
Number of Part I Crimes	8,310	8,476	8,646	170
Number of Criminal Arrests	27,671	27,947	28,226	279
Number of Traffic Arrests	40,935	41,753	42,588	835

- 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 FY2015-16 budget for the Police Division totals \$69,244,773, which represents an overall increase of \$1,775,552 or 2.6 percent from the FY2014-15 approved budget. The personnel component increased by a net difference of \$1,385,162 or 2.3 percent from the previous approved fiscal year. The personnel component includes funding of \$603,940 associated with ten new Police Officer positions which will allow the Division to staff additional service areas. In addition, funding of \$86,476 is included for two Police Support Technician I positions, which were added to the complement during FY2014-15 to enhance the Police Athletic League (PAL) program. This component also reflects the partial year impact of a 2.0 percent raise in FY2015-16 as well as rising health care costs. 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 partially offset by the reduction of

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

The operating component is forecasted to increase by \$391,940 or 6.8 percent from the previous approved budget. Funding of \$78,980 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 \$67,020 for these positions are already included in the base budget as a result of the ten positions which were added in the previous fiscal year. The total operating amount budgeted for the new positions is \$146,000. The FY2015-16 operating budget also includes budget adjustments of \$96,000 for body-worn camera digital storage; \$50,000 to enhance the ballistic vest replacement program; \$35,000 for software to assist Division personnel with recovering stolen property; \$20,000 for the polygraph services contract; and \$38,450 is included for the rising costs associated with the Radio Shop. In addition, funding of \$73,510 is included to cover facility costs associated with the new Central Station building.

The capital component is forecasted to decrease by a net difference of \$1,550 or 0.4 percent for FY2015-16. In total, funding of \$375,390 is included for one-time capital costs associated with the ten new Police Officer positions. The capital component also includes the digital camera replacement program and replacement equipment for the Radio Shop. 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 108 vehicles in FY2015-16.

The Division's third police station, open since Fall 2013, currently operates from a leased facility located at 10101 Brook Road in the Virginia Center Commons Mall. The permanent facility under construction on

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Villa Park Drive, is expected to be completed in September 2015. Since its creation, Central Station officers and staff have made significant contributions to reduce crime, address quality of life issues, and engage their community.

In 2014, the Chief of Police attended training hosted by the Police Executive Research Forum entitled "Fair and Impartial Policing". The value of this training was so evident that a training program has been implemented to training all sworn officers in the Division. 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 has been paired with the issuance of body-worn camera to uniformed officers. Officers must complete the Fair and Impartial Policing training prior to issuance of a body-worn camera.

In 2014, the Police Division placed first in the Virginia Association of Chiefs of Police Law Enforcement Challenge. 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 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. This was the tenth consecutive year the Henrico County Police Division received this award, and has placed first each year.

The International Association of Chiefs of Police also conducts a law enforcement challenge similar to Virginia. The Police Division has consistently placed as one of the top three for the Law Enforcement Challenge internationally, winning first place in both 2012 and 2013.

The Criminal Justice Services Board of the Virginia Department of Criminal Justice Services (DCJS) recertified the County of Henrico in December 2013 as a Certified Crime Prevention Community (CCPC). This is Henrico County's third recertification since its initial certification in 2003. The goal of the Certified

Crime Prevention Community Program (CCPC) is to publicly recognize and certify localities 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 avoiding unnecessary hospitalization or incarceration. This model significantly improved the County's response to citizens, has increased the awareness and utilization of resources available to citizens and responders, and has reduced the involvement of Henrico's criminal justice system when alternatives are more effective. To this point, approximately 1,200 first responders from 30 jurisdictions or agencies have been trained. 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 before they will be issued a Taser.

The Henrico County Police Division, in collaboration with the Virginia Crisis Intervention Team, sponsored a statewide CIT Conference for CIT first responders. This conference provided exemplary advanced training, promoted collaboration among Virginia's CIT officers and mental health professionals, and helped develop innovative approaches to transform the criminal justice and mental health systems as they help those in psychiatric crisis.

The County's CIT Crisis Receiving Center (CRC) increases officers' efficiency on mental health related calls by reducing the time officers spends on an Emergency Custody Order (ECO). This can represent as much as nine hours per (ECO). Since the CRC opened in 2012, it has seen a 14.0 percent reduction in involuntary hospitalizations and a 24.0 percent diversion from hospitalization. The CRC currently serves approximately 40 to 60 persons per month. The National Association of Counties (NACo) granted Henrico County a 2014 Achievement Award for its

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program titled "Crisis Intervention Team Crisis Receiving Center" in the category of Human Services. The CRC adheres to the principles of recovery which emphasizes dignity, respect, trauma informed care, and consumer and family choice. Individuals and their family actively participate in the treatment choices and are informed throughout the process.

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 police officers and mental health clinicians. The goal is to assist those citizens who are not currently in crisis but have requested help and are unable to access help through traditional means. An assessment of potential harm, called a lethality screening, is completed and outside resources are utilized if needed.

The Police Division remains a recognized professional law enforcement agency through its efforts to maintain international accreditation. In 2014, the Division earned its eighth 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 has also established the goal of becoming a TRI-ARC accredited agency during the next reaccreditation in 2017. TRI-ARC is achieved when the Training Unit and the Emergency Communications Section seek independent accredited status through CALEA. In addition, the Division has four Command Staff Officers serving as assessors including the Chief of Police who is a team leader for assessment teams evaluating other law enforcement agencies seeking accreditation. The selection of individuals to serve as assessors is the result of the reputation of the organization and completion of a rigorous training course for the assessors. Each assessor is selected by the accrediting authority and each must be re-certified every three years through attendance at a re-training seminar.

Recruiting intelligent and effective police officers representative of the community served is a high priority for the Police Division. In 2014, Military Times magazine ranked the Henrico Police Division as one of the top 24 best employers of military veterans

throughout the United States.

The Police Division complement totals 827 in FY2015-16. One of the Division's top priorities is maintaining the appropriate level of patrol officers, detectives, and command staff. Included in the FY2015-16 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 Wireless 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. Twenty-six are assigned to a specific County middle or high school while the remaining eight provide education and law enforcement services to County elementary schools. 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.

In FY2014-15, two Police Support Technician positions were added to support the Police Athletic League (PAL) program. These positions provide the day-to-day support needed by the program formerly provided by the elementary School Resource Officers. These sworn positions are now able to dedicate their full attention to the needs in their assigned schools.

As stated earlier, the budget includes ten new Police Officer positions for FY2015-16. This budget reflects year three of a five-year plan to add ten new positions per year to the Police Division's complement. A total of 265 sworn positions are currently assigned to the Patrol Stations. Currently the County is divided into 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.

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**Police Staffing**

The Office of Management and Budget has prepared a historical depiction of new positions included within the Police Division budget over the past twenty-two years. This is included as a historical reference.

The tables in the column show personnel additions and subtractions by position type and funding source from FY1994-95 to FY2015-16.

<b>Position Type</b>	<b>No.</b>
Police Officer	178
Animal Control Officer	2
Communications Officer	19
Police Support Technician	11
Police Support Tech (trans to Sheriff)	(14)
Technical Support	5
Radio Repair Shop (trans to GS)	(5)
Radio Repair Shop (trans from GS)	7
Other	2
<b>Total</b>	<b>205</b>

<b>Funding Source</b>	<b>No.</b>
Grants (*)	90
State Wireless E-911	16
General Fund	99
<b>Total:</b>	<b>205</b>

It must be noted that of the 90 positions added with grant funding, 83 were police officers and 7 were civilians.

*\*Note: Grant funding has been used as an initial funding source for these new Police positions. At this time, all grant funding has been replaced by General Fund dollars.*