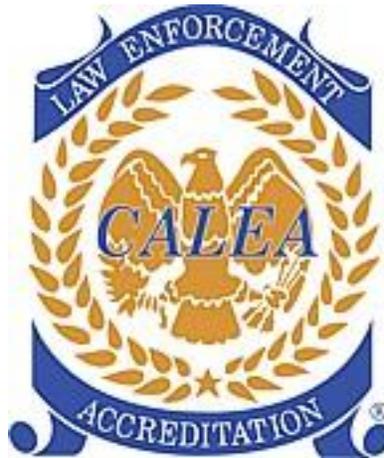




**Alexandria (VA) Sheriff's Office
Assessment Report**



2015

**Alexandria (Virginia) Sheriff's Office
Assessment Report
April 2015**

Table of Contents

Section	Page	
A	Agency name, CEO, AM	1
B	Assessment dates	1
C	Assessment team	1
D	Program Manager	1
	Type of Assessment	1
E	Community and Agency Profile	1
	Community Profile	1
	Agency Profile	2
	Demographics	3
	Future Issues	3
	CEO Biography	4
F	Public Information	4
	Public Information Session	4
	Telephone Contacts	5
	Correspondence	5
	Media Interest	6
	Public Information Material	6
G	Essential Services	7
	Chapters 1 – 17	7
	Biased Based Profiling	10
	Use of Force	10
	Chapters 21 – 35	11
	Grievances	12
	Discipline	13
	Recruitment	14
	Promotions	17
	Chapters 41 – 61	18
	Vehicle Pursuits	19
	Critical Incidents, Special Operations and Homeland Security	20
	Internal Affairs	20
	Chapters 70 – 84	21

H	Applied Discretion	24
I	Non-compliance	24
J	20 Percent Standards	24
K	Future Performance/Review Issues	24
L	Standards Summary Table	25
M	Summary	25

A. Agency name, CEO, and AM

Alexandria Sheriff's Office
2003 Mill Road
Alexandria, Virginia 22314
Website: www.alexandriava.gov/sheriff

Dana Lawhorne, Sheriff
(703) 746-4114

Ms. Debra Defreitas, Accreditation Manager
(703) 746-5027

B. Dates of the On-Site Assessment

April 12, 2015 – April 15, 2015

C. Assessment Team

1. Team Leader: Randy Cripe, Accreditation Manager
Retired Director of Corrections
Elkhart County Sheriff's Office
26861 County Road 26
Elkhart, IN. 46517
(574) 891-2310
rcripe@elkhartcountysheriff.com

2. Team Member: Aaron Fowler
Assistant Police Chief
University of Alabama Police Department
Post Office Box 870180
Tuscaloosa, AL. 35487-0180
(205) 347-0531
afowler@uapd.ua.edu

D. CALEA Program Manager and Type of On-Site

John Gregory, Program Manager

Seventh Reaccreditation, B size (53 law enforcement personnel; authorized 42 sworn and 11 non-sworn).

The agency utilizes CALEA's CACE-L software program, Version 5.20.

E. Community and Agency Profile

1. Community profile:

Alexandria is an independent city in the Commonwealth of Virginia, located along the western bank of the Potomac River, and is approximately six miles from Washington

D.C. Alexandria has a total of 15.4 square miles including 0.2 square miles of water. Alexandria is largely populated by professionals working in the Federal Civil Services, in the U.S. military, or in private companies providing services to the general government. One of Alexandria's largest employers is the U.S. Department of Defense. Alexandria has numerous non-profit organizations including American Diabetes Association, United Way, Volunteers of America, and the Salvation Army.

Alexandria is rich in American and Civil War History, with its Old Town Historic District located along the Potomac River. Old Town is known for its historic town houses, art galleries, antique shops, and restaurants. Market Square in Old Town is one of the oldest continuously operating marketplaces in the United States since 1753.

As an independent city of Virginia, as opposed to an incorporated town within a county, Alexandria's governing authority comes from the Virginia General Assembly. The City Council is composed of a Mayor and six Council members who are elected at-large for three-year terms. The Mayor is chosen on a separate ballot and presides over meetings of the Council, and serves as the ceremonial head of government.

2. Agency profile:

The Alexandria Sheriff's Office provides law enforcement services both criminal and civil jurisdiction. The agency is responsible for service of all legal court documents, execution of arrest warrants, general public safety in court buildings and courtrooms, and is responsible for the custody of prisoners as derived from the Virginia Constitution, Code of Virginia, and the City of Alexandria Charter. Sworn deputies assigned to the courthouse and to civil process, serving court papers and criminal warrants are employed between Monday through Friday between the hours of 8:00am through 5:00pm. Non-sworn employees may be assigned to work four, 10-hour days with three days off or assigned to a flex shift working 9.5 hours a day on various shifts.

The agency maintains a 24X7-detention center and all 118-detention deputies are sworn, and the 27 support staff is civilians with 145 employees within the detention center.

The agency is structured according to function. The Administrative Support Bureau is commanded by a chief deputy that consists of the Administrative Services Division and the Support Services Division. The Administrative Division includes Internal Investigations, Human Resources, Recruitment, Accreditation, Special Projects, Fiscal Management, and Technology. The Support Services Bureau includes Judicial Services and Special Operations. The responsibility within this bureau includes Field Services, Warrants, Civil Court Orders, High-Risk Cell Extractions, Canine, Transportation, Crisis Negotiation, and Gang Intelligence. A Chief Deputy commands the Detention Center Bureau and is responsible for all security related functions.

The sheriff is elected to office for four-year terms, initiates, and approves all personnel actions. The undersheriff is the agency's chief executive officer and in the absence of

the sheriff acts as the chief law enforcement officer. The undersheriff reports to the sheriff, while chief deputies report directly to the undersheriff. A chief deputy commands each division with divisions separated into sections.

3 Demographics:

The demographic composition of the service area and agency are represented in the following table:

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	76,152	53	1323999	44	64	39	9	5	64	38	9	5
African American	31,610	22	724834	24	84	51	37	22	89	53	42	25
Hispanic	22,989	16	453404	15	11	7	3	2	9	5	3	2
Other	12,932	9	474658	16	6	4	1	1	6	4	1	1
Total	143,683	100	2976895	100	165	100	50	30	168	100	55	33

The 2013 United States Census Bureau data is used to obtain figures for the agency's available workforce. The Alexandria Sheriff's Office strongly supports equal employment opportunity laws. Qualified applicants are considered for employment without regard to age, gender, race, religious beliefs, national origin, sexual orientation, disability, or veteran status. The agency endeavors to have an ethnic and gender composition in the sworn law enforcement ranks in approximate proportion to the makeup of the available workforce of the City of Alexandria. The agency is committed to hiring highly qualified females and minority applicants to better represent the race and gender composition of the city. During this assessment period, the agency had a decrease in their personnel workforce by three (3) sworn deputies, with a decrease of five (5) African Americans and an increase of two (2) Hispanics.

The data in the chart include all sworn agency deputies including the agency's detention center. When dissecting the total number of sworn deputies from the detention center, there are 16 Caucasian males and two (2) females, 10 African American males and 12 females, and two (2) other types of male race.

4. Future issues:

The Sheriff's Office budget continues to be a concern since the economic downturn in 2008. While the Alexandria City's fiscal outlook has not been as grim over the past 12 months as compared to past budget cycles, current revenue projections for the City remain flat. Each year the City Council continues to ask department heads to reduce their operating budgets. However, the costs of conducting agency business such as

maintaining a well-trained and professional staff, and the continued rise in cost of inmate medical and food contracts are fixed obligations.

The William G. Truesdale Adult Detention Center and the Alexandria Courthouse are aging buildings and the costs to repair, improve, and upgrade their infrastructures have skyrocketed. Current City budget projections make the funding costs for new buildings unobtainable for the foreseeable future.

The Detention Center continues to increase in the number of individuals committed to detention for nuisance offenses that would otherwise be better served by receiving mental health and/or other medical treatment services. The amount of staff time necessary to effectively deal with and coordinate care for inmates on hunger strikes, suicide watch is experiencing other mental health or medical issues that can be overwhelming to security teams already functioning at minimum staffing levels. The inmate population with mental health and medical issues continue to increase and with associated costs to effectively and safely deal with this type of inmate population.

5. CEO biography:

Sheriff Dana Lawhorne is in his third term of office as Sheriff for the City of Alexandria. Prior to Sheriff Lawhorne's election as sheriff, he previously served 27 years in the Alexandria City Police Department. During his tenure with the City Police Department, he earned a reputation for being dedicated to excellence and his compassion for people.

Sheriff Lawhorne has expanded the educational opportunities for inmates by collaborating with Northern Virginia Community College to launch Open Roads, which allows inmates to take college course. Sheriff Lawhorne is born and raised in Alexandria and continues to honor his commitment to strengthen the connection between the Sheriff's Office with the Alexandria community.

F. Public Information Activities

Public notice and input are the cornerstones of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the commission that otherwise may be overlooked.

1. Public Information Session:

The public information session was held at the Alexandria Courthouse in Courtroom C, on Tuesday, April 14, 2015 beginning at 4:30 p.m. There were six (6) attendees and four (4) agency members at the public session. Six (6) members from the community offered positive comments. Judge Lisa Kemler recognized the agency for their professionalism and that the court security deputies are the best. The court security deputies constantly assist with security concerns of all the judges and they

insure the court remains on schedule and they treat the inmates with respect. Subordinates of the Sheriff's Office appear to be satisfied with their employment.

David Huchler and Eddie Reyes are police officers with the Alexandria City Police Department and offered positive comments on how well their department interacts with the Sheriff's Office. The Sheriff's Office is supportive in assisting the police department in mental health intervention, daily operations, backing up officers, various types of city events, parades, and festivals. The Sheriff's Office does have a hierarchy in retirement that the Sheriff will have to deal with in the future.

Sharon Fitzgerald and Mike Mackey of Juvenile Court advised that deputies work with many types of cultures in the private and public sector. Deputies do well at interacting with mental patients and their families at one of the city's mental hospital. Deputies are patient and very helpful in addressing large numbers of disgruntled individuals in an effective manner.

2. Telephone Contacts:

The agency was not in total compliance with Commission requirements when the agency changed the two-hour call-in session to 45 minutes. A previously advertised telephone line was monitored between 3:00 p.m. to 3:45 p.m. on Monday, April 13, 2015 and the assessment team monitored the phone line for 70 minutes. Three calls were received, complimenting the agency and employees on their professionalism and competence and how willing employees are ready to assist others. The Sheriff's Office is very active in assisting the Northern Virginia Training Academy and its programs. The sheriff serves on the academy's board of directors and is very active in his responsibilities.

Glen Hopkins is the director of Hopkins House pre-school for low-income families. At Thanksgiving, the agency assigns deputies to pickup turkeys at a warehouse and then delivers turkey baskets while in uniform to the student's families as part of the agency's community outreach program.

3. Correspondence:

The agency received one correspondence from William O'Toole, Executive Director with the Northern Virginia Criminal Justice Training Academy. Mr. O'Tool has enjoyed a close working partnership in training matters for many years with the sheriff's office. All agency recruits receive their basic training and veteran deputies and civilian employees receive annual and specialized training at the academy. The agency assigns two senior deputies to the academy on a full time basis as training instructors in the recruit training program. Mr. O'Tool endorses the Alexandria Sheriff's Office for re-accreditation by the Commission on Accreditation for Law Enforcement Agencies, Inc.

4. Media Interest:

There were no team meetings or interviews with the media or other media coverage during this assessment review.

5. Public Information Material:

The agency's public information plan was comprehensive ensuring notification of employees, community leaders, law enforcement colleagues, and the media. The public notice was sent to all employees, provided to the local media, and posted on the agency's webpage, and city buildings with public access. Mail-outs including an informational letter an overview of the accreditation process were sent to community leaders and citizens encouraging their input during the assessment review.

6. Community Outreach Contacts:

During the assessment review, the assessment team contacted several agency partners all of whom offered support for the agency. A sampling of community outreach contacts is included.

Business owner Pat Miller spoke of a good rapport with the agency as a volunteer worker. Ms. Miller works with special needs children and assists the agency in their annual toy drive by transporting toys to the families and to the various schools. The agency participates in many of the city's events by handing out agency brochures on various topics. The agency also participates in the city's First Thursday event talking to and interacting with the youth in order for them not to be afraid of law enforcement personnel. Deputies routinely attend monthly business membership meetings, providing crime alerts and information on what has been occurring in the city.

Ann Dorman owns an Event Planning business and has known the sheriff when he was a city police officer with Alexandria Police Department. Ms. Dorman worked on the sheriff's election campaign. Since the election, the sheriff has made several positive contributions to the agency. The sheriff has encouraged inmates to work on getting their G.E.D. while in jail. The quality of inmate meals has improved as well as the agency's technology to mirror the technology at the city police department. The sheriff started a Work Release Program inside the jail, allowing low risk offenders and court sentence individuals to the program to go out into the city, performing community service projects, such as decorating the city trees during the Christmas season and in the spring, cleaning up the various streets and its tree rows.

Alexandria retired Chief of Police Dave Baker, worked with the sheriff when he was a city police officer. Since taking office, Sheriff Lawhorne is involved in the community, has increased the professionalism within the agency, started a mentoring program for high school students, supports detention inmates obtaining their G.E.D. while in detention. The Sheriff's Office and the City Police Department shares resources and work together on many of the city's events. The sheriff has

been working towards uniting public safety for the City of Alexandria, including the fire department.

Dan Rosenblatt is a retired Executive Director of the IACP. Mr. Rosenblatt spoke very highly of CALEA. Mr. Rosenblatt has come to know Sheriff Lawhorne over the years and he is the most liked elected official in Virginia. The sheriff's office is quite engaged in the community and community events. The sheriff closely watches his agency's funding and he works hard to keep his employees trained. Mr. Rosenblatt said, "The community is in great shape with their law enforcement".

Michele Evans is a retired Assistant Alexandria City Manager and spoke highly of the sheriff's office. The City of Alexandria and the sheriff's office employees are mostly diverse employees and the sheriff's office is very conscious of their budget. Employees of the sheriff's office are professional and well trained.

G. Essential Services

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration. (Chapters 1-17)

The authority of the sheriff is established in state statute and constitution as well as common law. The sheriff provides services to the citizens as required by the Constitution of the United States, Commonwealth of Virginia, common law, and traditions.

The agency is committed to maintaining the constitutional rights of all individuals while ensuring that actions are appropriate and reasonable. As the chief law enforcement officer of the City of Alexandria, Sheriff Lawhorne takes his oath-of-office seriously and respects the civil liberties of citizens, which is paramount in all enforcement matters.

Agency directives provide clear guidance on search and seizure, arrest procedures, alternatives to arrest and consular notification. Employees who are assigned duties also have the requisite authority to make decisions necessary for the effective execution of those duties. Employees are accountable for the use of delegated authority, as well as for failure to use it. The agency gives guidance on the limits and prerogatives of a deputy's authority to act. State statute, federal law, city ordinance, agency directives, and judicial interpretations appropriately limit a deputy's discretion. Deputies may use alternatives to arrest to include verbal or written warnings and uniform traffic citations. The agency's role in social service diversion programs consists of referral to the appropriate social service agency or service provider to ensure that intervention and proper services are available. Social diversion programs are appropriately exploited as a valuable resource in the overall interaction with the public with the intent that the service needs of the community are provided efficiently.

Expectations of agency members' actions and attitudes in light of agency values are clearly conveyed. The agency is committed to continually developing and maintaining

formal written and computerized directives in order to satisfy statutory requirements; keep agency personnel informed; and meet the established goals of the organization. The importance of keeping agency directives current using law enforcement accreditation as the model is imperative as the agency continues to provide the highest quality of services. The agency promotes efficient, effective communication to include necessary notification of incidents of potential liability to the city or the agency. During the sheriff's absence, the line of succession is clearly defined that the command order becomes the undersheriff. The geographical boundaries of the city are clearly defined and available to agency members.

The agency endeavors to provide the highest quality of services through professionalism, integrity, respect, and commitment and expects personnel to maintain high standards of appearance and conduct. The agency is committed to achieving the highest standards of performance, ethical conduct, and truthfulness. All agency members abide by a code of ethic, which establishes a general standard of expected conduct. Ethics training is conducted at a minimum biennially to all agency members; comprehensive training was conducted during this assessment period. Harassment is prohibited in the workplace. Inspections are essential to agency efficiency and discipline. All property must be operational and ready for use. Visual inspection of personnel and equipment is an ongoing process, conducted daily at roll call by supervisors. Pride in uniform and esprit de corps were apparent throughout the assessment review.

To ensure the provision of the highest level of service, the agency efficiently manages and budget preparation. The agency manages fiscal responsibilities in accordance with generally accepted government accounting standards and principle. The sheriff is ultimately responsible for all internal fiscal matters of the agency; however, responsibility to review and manage accounts and internal expenditures may be assigned to the fiscal component. The agency's accounting system includes a monthly status report of all accounts in the city's approved operating budget for the agency, prepared by the fiscal component for distribution to the sheriff and administrative staff.

The fiscal component is responsible for managing the agency's budget and its justification of expenditures. The fiscal component periodically meets with division commanders to review their budget requests prior to preparing the personnel and operating budget, which is based on agency goals and objectives. Once the sheriff approves the budget, it is submitted to the Office of Management and Budget to prepare the final submission to the City Council for approval. The sheriff and the fiscal component participate in a formal budget deliberations held by the Office of Management and Budget, city manager, and city council. At such time, the sheriff may present additional justification to support the budget request.

The planning and research function is the responsibility of the sheriff, with input from staff, establishes, and reviews annually its goals and objectives. These goals and objectives are established and reviewed during the annual budget preparation process.

Final goals are a part of the agency's official budget document, which is available by all staff through the Alexandria City's electronic AlexNet and their E-Bulletin software. The agency clearly articulates goals, objectives, and a plan for achieving results. The agency's most significant obstacle to obtaining goals and objectives is financial. The agency has effective relations with City Council and has collaborated towards reducing costs, serving the community, becoming more efficient, maintaining public safety and the quality of life, and being transparent on fiscal matters. The agency maintains a written classification plan that is reviewed annually by the captain of administrative services and revised as necessary. Subject to the provision of the Virginia Code and city government, determines which positions are to be included in the position/job classification system and is responsible for classifying each position within the system.

The agency maintains a position management system, which includes the number and type of positions authorized in the agency's budget, location of each position within its organizational structure and positions status information. Documented annual workload assessments were completed. The agency allocates personnel to divisions based on work demands as determined by an annual workload assessment.

The agency provides a specialized service supporting a limited law enforcement operation. Specialized assignments take employees away from their normal job description. All specialized assignments are for a two-year period and the sheriff has the authority to extend the assignment for an additional year, making it a three-year commitment.

Procedures are established for collecting, safeguarding, and disbursing cash relative to accounts in which cash is handled and provide for the preparation of financial accounts in which cash is handled and provide for the preparation of financial statements, the conduct of internal audits, and the persons or positions authorized to accept or disburse funds. Accounts for the agency's law enforcement function include cumulative accounts and crash and incident reports. Regulations and forms established by the City of Alexandria and the State Compensation Board are followed and utilized. As a basis for deterring the financial integrity of the agency's fiscal control procedures, the fiscal component or city government fiscal officers order an independent audit. Audits are performed in accordance with the city's fiscal/audit policy and procedures. The annual audit by the State Audit of Public Accounts is conducted on legal process fees.

The agency is goal oriented and their goals are extensive and promote fiscal responsibility, partnerships, innovation, and public safety. Division commanders update goals and objectives annually with the information incorporated into the agency's annual report. Employees may participate in the development of agency goals and objectives. Division commanders submit an annual written review on the progress made toward attainment of their goals and objectives. Reviews are coordinated through the Administrative and Support Services Bureau and forwarded to the sheriff.

The agency effectively evaluates performance and directs resources to the highest priority programs and activities required to carry out the agency mission effectively and

efficiently. Although the agency is accomplishing strategic planning for organizational management to set priorities, strengthen operations, promote common goals and adjusts agency direction in response to changing conditions, the agency has written strategic planning could better articulate agency direction and the actions needed to make progress with a focus on the future. The agency projects that in spite of statistics for crime, calls for service, civil process, detention center requirements and city population growth, the economy will not allow the necessary budget for agency growth for at least a couple of years.

Bias Based Profiling

The agency is committed to the protection of human and civil rights and carries out law enforcement responsibilities in a non-discriminatory manner in accordance with the United States Constitution in order to ensure that all persons are provided equal protection under the law. The agency prohibits bias based profiling in everyday contacts with all citizens and visitors of Virginia. The agency trains their employees annually on bias based profiling with topics to include field contacts; traffic stops; searches; interview techniques; cultural diversity; discrimination; community policing; and legal updates on profiling. The agency takes corrective measures when necessary and conducts an annual review of the agency's practices. During this assessment period, there have been no complaints or violations of the agency's bias based profiling practices.

Use of Force

Only the force necessary to accomplish a lawful objective is permitted. Deputies may use deadly force when the deputy reasonably believes that the action is in defense of human life, including the deputy's own life or in defense of any person in imminent danger of serious physical injury. Warning shots are prohibited.

Only agency authorized weapons and ammunition is carried on duty by sworn deputies. All deputies authorized to carry lethal and less lethal weapons receive training on the agency's use of force directive, are qualified and trained by a certified instructor and demonstrate proficiency by achieving all qualifying requirements established for the particular weapon prior to being approved to utilize the weapon in the performance of their duties. Appropriate medical aid is required in all enforcement situations after deputies have secured an arrestee's custody.

The agency schedules annual training and qualification sessions for duty, off duty, and specialized firearms. Less lethal weapons, training is conducted at a minimum of annually on impact tools, Oleoresin Capsicum and chemical or organic agents.

The administrative services captain is responsible for conducting an annual analysis on all use of force reports. Use of force incidents are reviewed for patterns or trends indicating training needs, equipment upgrades, and policy modifications. All use of force during the assessment period is within agency directives. During this assessment, there

was one accidental discharge of a firearm that was investigated involving a firearm's instructor. During an agency firearms training, a firearm's instructor accidentally discharged a round that was not part of the training exercise. A case report was filed as well as an investigation. The firearm's instructor was found at fault for not making sure the weapon was clear of ammunition, received a written notice of reprimand, and attended eight hours of remedial firearm's training.

In 2013, an off duty deputy enters his residence and encountered two unknown males inside. One male fled from the residence while the second male engaged himself upon the deputy. The deputy pulled his weapon, shot, and killed the intruder. The deputy was placed on administrative duty during the investigation and was cleared of any criminal wrongdoing.

Use of Force			
	2012	2013	2014
Firearm	1	2	0
Electronic Control Weapon	0	0	0
Baton	0	0	0
Oleoresin Capsicum (OC)	0	1	0
Weaponless	0	0	1
Total Uses of Force	1	3	1
Total Use of Force Arrests	0	0	1
Complaints	0	0	0
Total Agency Custodial Arrests	202	186	136

Comparing the use of force data between this assessment and the last assessment, the data remains consistent. In the total use of force, there are five incidents compared to four in the last assessment. What's interesting are the agency reported three (3) incidents involving a firearm and there were no prior incidents reported in the last assessment. The biggest change is in the total number of custodial arrests where the agency went from 1,771 to 524; this is a difference of 1,244 arrests. The reason for the decrease is that the Alexandria City Police Department is primarily responsible for the law enforcement in the City of Alexandria and the Sheriff's Office assumes a secondary law enforcement role. When a deputy sheriff detains a person, they call the City Police Department to make the arrest and complete all paperwork. During this assessment, the City Police Department responded more frequently than they did in the last assessment. The agency notes that training continues to improve and better training appears to have enabled deputies to react properly to a threat or possible threat and respond with the appropriate tactics to address the situation.

Personnel Structure and Personnel Process (Chapters 21-35)

The agency values its employees seeks to compete for qualified personnel, retain competent personnel, offer advancement and promotional incentives, and reward superior performance. The agency retains certain prerogatives and control of the

compensation and benefits provided to its employees. Salary levels for employees with special skills and superior academic achievement may be recognized through the career development program. Agency employees are eligible for leave benefits; insurance benefits; retirement benefits; clothing and equipment benefits; educational benefits; paid holidays; sick leave; paid vacation time; and bereavement leave. Subject to budget constraints, the agency includes in their annual budget submission funds for use by employees for reimbursement of educational expenses related to their job assignments. Employees may participate in the city's employee educational tuition assistance program.

Employees are expected to maintain a satisfactory level of general health and physical fitness to perform assignments efficiently. The criteria for fitness are established in accordance with the tasks to be performed. The City provides periodic physical/medical examinations for sworn employees to confirm the deputies continued fitness to perform the tasks of their assignments and to inform them of their general physical conditions. Additionally, fitness must be maintained in accordance with the height and weight requirements established by the Northern Virginia Criminal Justice Academy. Periodically, the city sponsors health screenings that include blood pressure testing, body fat composition and other assessments relevant to employee wellness.

Supervisors are encouraged to make employees available to attend wellness programs offered by the City's Department of Human Resources. The sheriff believes in getting fit and last year, he and his staff organized a pumpkin run for employees. The run consisted of teams of three with each team member carrying a pumpkin onetime around the Sheriff's Office complex, and the first team crossing the finish line wins the challenge. The sheriff and his teammates won this event. This year's challenge involves walking 10,000 steps a day. Steps are being monitored by an iPhone application. The sheriff showed the assessment team a video of how completive he is with him jogging inside his residence in order to achieve the daily step goal.

Comprehensive directive guides the agency in the professional and compassionate handling of line of duty deaths or serious injury. The City of Alexandria is self insured against claims of liability for individuals performing work on its behalf. The City of Alexandria provides full time employees and volunteers with liability protection for actions or omissions directly related to the law enforcement function, including acts leading to personal injury, death, property destruction, and matters that could lead to civil action against the employee.

Grievances

Grievance procedures allow employees to resolve grievances with management fairly, expeditiously and in a manner consistent with contemporary personnel administration practices. Only issues involving the interpretation, application, or enforcement of agency general orders and policies constitute a grievance under these provisions. The administrative services captain is responsible for coordinating grievance procedures. Grievance decisions may be appealed following the order of authority. In the event

resolution is not achieved at the lowest appropriate level, the grievance may be submitted to the next level of command with the sheriff constituting the final agency authority. The administrative services captain conducts an analysis of grievances, as well as supporting policies and practices annually with an emphasis on identifying trends and administrative remedies for the reduction and elimination of ongoing causes of grievances.

There have been no formal grievances submitted to the administrative services captain within the past six years. Line supervisors are doing a great job at resolving grievances at the lowest appropriate level.

Disciplinary and Awards Systems

Each member of the Sheriff's Office, regardless of rank or position within the agency is expected to maintain standards of conduct and performance that reflects favorably on themselves, the agency, and the city. The agency has no tolerance for deliberately unethical or illegal conduct. Supervisory employees are responsible for the performance, conduct, and adherence to agency directives by subordinates. Training, direction, supervision and accountability all may factor into decisions on discipline. Since these elements are interdependent, the agency's disciplinary procedures are systematic with both positive and punitive aspects of discipline addressed. The system allows for awards, training, counseling and punitive action. Punitive actions permitted by the agency include notice of infraction, written reprimand, suspension, and termination.

Internal affairs investigations result in a conclusion of fact with the designation of proper conduct, improper conduct, policy failure, insufficient evidence, or unfounded complaint. Employees may appeal any discipline or corrective action documented on a formal action notice through the grievance procedure.

Personnel Actions

	2012	2013	2014
Suspension	1	4	2
Demotion	2	0	0
Resign In Lieu of Termination	0	0	0
Termination	0	0	1
Other	21	13	15
Total	24	17	18
Commendations	0	0	0

There are two demotions and one termination for disciplinary actions during this assessment period that occurred in the detention center. In addition, there are 59 total disciplinary actions compared to 20 in the last assessment, most of these issues are occurring within the detention center.

The agency maintains an official system for recognizing, honoring, and commending employees for exemplary work and professional deportment. Types of awards are

letters of commendation, and the sheriff conducts an annual employee awards to honor and recognizes employee performance or behavior. The sheriff has an on the spot awards program where he issues gift cards for goods or services such as gas, restaurant, and merchant cards and sometimes the card amount can be as much as \$200.

The agency follows the City of Alexandria's policy on sexual harassment. Employees review the sexual harassment policy annually during their performance evaluation counseling session and during their job orientation. Policy clearly defines steps to take to ensure that victims are protected during the investigation.

Recruitment and Selection

The agency endeavors to ensure that successful applicants are chosen from a diverse candidate pool reflective of the community served; that all applicants have equal opportunity for employment; and that those appointed as deputies are the most qualified. All elements of the selection process are administered, scored, and evaluated uniformly by the agency. The agency maintains an active recruitment campaign and selects the most qualified and appropriate candidates for employment based on merit and specified qualifications. The extent of recruitment activities is based upon the actual number of vacancies. The City Director of Human Resources prepares an Equal Employment Opportunity Plan to ensure equal opportunities for employment and employment conditions for all employees and those seeking employment. This plan addresses employment policies, practices, and procedures relevant to their effective impact with the city.

The City Director of Human Resources is responsible for the recruitment plan administration, and is in charge of all recruitment efforts and the hiring process. The agency recruits from within and outside of its jurisdiction, through the most economical means available, in order to attract the necessary available work force. Testing of minorities and females is analyzed to ensure the selection process is nondiscriminatory and that no standards are used which have the effect of eliminating from consideration a significant higher percentage of minorities or women than of non-minorities or males. The human resource department conducts an annual analysis on the recruitment plan. The analysis report includes the progress toward stated objectives and revisions to the plan as needed.

The agency is committed to a valid recruitment plan in a commitment to hiring protected classes for sworn positions. Recruitment efforts consist of job fairs, networking, and advertisement in the local print media, the agency's website, and college visits.

The applicant selection process includes applicant video testing, oral interview, records check, background investigation, polygraph examination, physical examination, and psychological fitness assessment. The agency's video testing is aimed at testing the applicant's ability to interact effectively with detention inmates. Applicants view scenarios, which depict situations common to those encountered by a deputy sheriff in

the course of duty. Applicants scoring in the top 70% continue into the selection process.

Sworn Officer Selection Activity in the Past Three Years
Years reported 2012, 2013, 2014

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce
Caucasian/Male	55	15	27	44
Caucasian/Female	9	2	22	
African-American/Male	87	6	9	24
African-American/Female	41	3	7	
Hispanic/Male	14	2	14	15
Hispanic/Female	5	1	20	
Other	1	1	100	16
Total	212	30	14	100

Recruitment outreach strategies are undertaken to expand the pool of qualified applicants to address any identified underutilization or barriers, which may impede the attainment of a diverse workforce. All recruitment strategies are undertaken in accordance with all applicable laws. The Human Resources Section met its objectives by processing 36 applicants in CY2014. Of those applicants, 14 new deputies were hired. Four (4) white males, one (1) white female, four (4) black males, two (2) black females, one (1) Hispanic male, and two (2) unknown races. The target markets, which has traditionally been identified as being underrepresented (white women, Hispanic women and those of other ethnicities), remain underrepresented. The agency's Equal Employment Opportunity (EEO) numbers are directly tied into the overall City of Alexandria Public Safety EEO. Traditionally, the agency recruits and employs more women and minorities, which has consistently bolstered the city's public safety EEO ratio.

The resulting sworn workforce remains diverse and is consistent with the goals of the agency's recruitment plan and diversity goals put forth by the City of Alexandria. No changes to the recruitment plan or process are recommended for 2015.

All new employees are on probation for 12 months from the date of appointment. Population percentages application chart is based on the 2013 United States Census.

Training

The agency promotes employees' professional success and the development of future leaders and a skilled staff. Training is accomplished through education/training staff deputies and the training advisory board. The training advisory board assists in developing and evaluating training needs. Employees assigned to teaching duties attend an instructor development course approved by the agency and the Northern Virginia Criminal Justice Training Academy.

All deputies must successfully complete the Northern Virginia Criminal Justice Basic Training Academy before serving in any official capacity as a law enforcement deputy. The agency provides new deputies extensive on-the-job and pre-basic academy education through a field-training program, which includes instruction in agency services, policies, and procedures. Field training is between 10 to 12 weeks and recruits are assigned rotating shifts.

All non-sworn agency employees are provided with the training and retraining necessary for their assigned position. Employees are provided with remedial training directed at correcting specific, job-related deficiencies or improving performance in a particular area within a designated time and with clearly defined and expected results, as needed. Deputies complete a 40-hour annual in-service training program. The agency provides specialized training and retraining as needed to employees required to perform specialized functions.

The agency provides its employees with opportunities for individual growth through a formal career development program. The program is a structured process, designed to promote productive, efficient, and effective job performance and improve the overall level of individual job satisfaction. Career development activities give employees upward mobility and enhancement by way of specific opportunities for professional growth.

The agency is responsible for evaluating all employees annually on their job performance of assigned duties based on the City of Alexandria established performance appraisal system. All supervisors receive training in the agency's performance evaluation system prior to becoming raters. Supervisors whose responsibilities include rating subordinate employees are rated on the fairness and impartiality of their ratings, quality of their performance evaluation reports, ability to provide counseling or guidance and the overall care and thoroughness of their evaluations.

Contested appraisal reports are subject to review by the sheriff. The information provided by the employee includes the specific portion of the evaluation, which is contested, the nature of the challenge, and any supporting documentation. Following the sheriff's consideration of the employee's request, the employee is notified of the decision and the decision is final. During this assessment period, there are no performance evaluation appeals.

All new employees within 30 days after their employment or 30 days after completing the recruit academy receive information on the accreditation process. The accreditation manager sent a memorandum to all agency employees on March 4, 2015 announcing the process and events of this reaccreditation assessment.

Promotions

The agency is committed to choosing leaders that have integrity, honor, and distinction. The agency seeks to ensure that the most qualified sworn employees are recognized

for their abilities and promoted to supervisory positions when vacancies arise. The agency recognizes the importance of promotional processes that are fair, job-related, and non-discriminatory. The promotion process is administered in a manner that is fair to all personnel, regardless of race, religion, sex, national origin, age, political affiliation, disability, or any other non-job related factors. If an assessment center is used as part of the promotional process, the center measures; dimensions, attributes, characteristics, qualities, skills, abilities or knowledge that is specified in a written job task analysis. During this assessment period, the agency did not use any assessment centers.

Written exams are used as part of a promotional process. The administrative services captain makes available to each promotional candidate an updated bibliography of reading materials used as sources of questions, if applicable. This activity is coordinated with the city's human resources department. All written exams meet the requirements of validity, utility, and minimum adverse impact.

Sworn Officer Promotions

PROMOTIONS			
	2012	2013	2014
GENDER / RACE TESTED			
Caucasian/Male	0	0	0
Caucasian/Female	0	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
GENDER / RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	10	10	6
Caucasian/Female	3	3	1
African-American/Male	9	9	1
African-American/Female	13	12	6
Hispanic/Male	3	3	0
Hispanic/Female	0	0	0
GENDER/ RACE PROMOTED			
Caucasian/Male	0	2	2
Caucasian/Female	0	0	0
African-American/Male	0	0	0
African-American/Female	0	1	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Asian/Male	0	0	0

The promotional process is designed to ensure the validity of the process and makes the system less susceptible to court challenge. The sheriff selects from the final pool of

candidates for the promotion. Appeals made by employees of adverse decisions concerning their eligibility for promotion follow the established grievance procedure.

After promotions, all new supervisors are provided with supervisory skill development training if they do not already have the required training. Promoted employees are evaluated every three months by their supervisor until their status is changed from probationary to permanent in order to identify and correct unsatisfactory performance through counseling, training, or other suitable personnel actions to safeguard against the promotion of employees beyond their capabilities. Adverse performance or lack of improvement on the part of the promoted employee may be cause for return to their last held permanent rank.

During this assessment period, the City of Alexandria's Human Resource Department was not tracking eligible gender and race prior to any sworn law enforcement testing procedures, so there is no data. Only limited promotional opportunity was available during this assessment period; however, the agency appears to effectively challenge and engage personnel using career development opportunities in spite of limited promotional opportunity.

Law Enforcement Operations and Operations Support (Chapters 41-61)

The Alexandria City Police Department is primarily responsible for the law enforcement for the City of Alexandria. The Alexandria Sheriff's Office assumes a secondary law enforcement role, providing assistance to the police department as requested and as required by circumstance. Such assistance provides the city with additional law enforcement resources, however, does not supersede the role of the City Police Department to provide for law enforcement planning, field response, and traditional ancillary services. With the partnership between the two law enforcement agencies, the Sheriff's Office does not track crime statistics and calls for service.

The agency is committed to a relationship with its citizens that are honest, courteous, friendly, and open to requests and suggestions in order to facilitate a collaborative effort between law enforcement and the public. The agency fosters community partnerships, inter-agency cooperation, and employee involvement to solve community problems and system with a focus on crime prevention and establishing community and business partnerships. The sheriff and his staff continually look for ways to improve the delivery of service to citizens with resources that are more efficient, collaboration, and sharing of information.

All employees of the agency are responsible to identify threats, potential threats, to the safe and orderly operation of the courts, the judicial process, and to the courthouse. Threats may include, escape, attempted escape, disorderly conduct, physical assault, bomb explosion, demonstration, suicide, hostage situations, medical emergency, fire, and theft.

All criminal intelligence reports are stored in the City's, Alexandria Justice Information

System (AJIS). The intelligence obtained is appropriately safeguarded in compliance with applicable local, state, and federal law. Information concerning the identity of confidential informants or information which is privacy protected is disclosed only as permissible by law. The agency provides to the community terrorism awareness information as it becomes available.

The agency's special operations component performs the field operations of the agency, which include civil process, prisoner transport for non-court purposes, and criminal warrant execution. While no patrol function is undertaken, the agency does maintain well-kept equipment and vehicles are clearly marked as emergency vehicles with emergency lights and siren to allow support of the Alexandria City Police Department's mission. Transport vehicle have safety barriers between the prisoner and the deputy and rear door windows are equipped with security bars on the inside of the door windows.

The agency has clear and concise guidelines related to the emergency operation of agency vehicles.

Vehicle Pursuits

The agency has a concise vehicle pursuit policy providing clear guidelines relating to the standards and Virginia State Law and all employees assigned to field operations receive training in pursuits. The agency policy mandates an annual analysis of pursuits however, there were no pursuits conducted during this assessment period. Stationary roadblocks and forcible stops may be utilized only as a last resort to stop a fleeing felon if based on the pretense of a use of force situation to prevent the imminent threat of death or serious injury to a deputy or the public.

Some of the support tasks provided to the City Police Department include traffic direction, scene security, and various non-medical escorts. The Sheriff's Office previously assisted to the City Police Department with explosive detection, but due to the recent retirement of their canine handler, the support service is currently unavailable from the Sheriff's Office.

Though the agency has extremely limited traffic enforcement activities, there are written directives with specific procedures addressing unknown and high-risk encounters. Due to the agency's role in the community, they have no directed efforts toward traffic enforcement as is borne out by the single traffic citation issued during this assessment period. Written directives are also in place to provide guidance for deputies when assisting with motor vehicle crash investigation.

Critical Incidents, Special Operations, and Homeland Security

The undersheriff acts as the principal planner and advisor to the sheriff regarding emergency events and coordinates agency efforts with the City Police Department and the Alexandria Emergency Management Coordination Council (AEMCC). The

Alexandria EMCC is responsible for the development, and review of plans for addressing emergency or critical incidents. A committee formulated by the Emergency Preparedness personnel accomplishes this. The Sheriff's Office has a command staff member assigned to the committee to provide input and guarantee agency compliance. While the agency was not directly impacted by any incident requiring the deployment of the emergency plan, the agency has the plan clearly available for its personnel. Critical information such as courthouse floor plans and evacuation routes are readily available to courthouse staff and visitors. Emergency equipment is clearly marked and tested in accordance with standards. The role of the agency in any major event is as a secondary responder to the City Police Department and to provide any assistance they may require that the agency is capable of and staffed to perform.

The city's All Hazards plan compliments the AEMCC Operation Plan and has fully integrated the Federal Emergency Management Agency's (FEMA) Incident Command System (ICS) and provides for all the necessary protocols. The City Police Department and the Sheriff's Office have excellent policies dealing with this type of specialized large-scale response addressing all the elements of a successful operation to include pre-planning, activation, deployment, establishing command, transferring command, demobilization, and post-occurrence duties and after action reporting. The Sheriff's Office conducts annual training on the City Police Department's All Hazards Plan and includes personnel who may be involved in a major emergency event.

The agency has no investigate responsibilities outside the detention center or internal investigations. The City Police Department conducts all criminal and vehicle crash investigations.

Internal Affairs and Complaints Against Employees

The agency appropriately receives and investigates complaints against employees in a thorough, fair, and expeditious manner. An internal investigations unit deputy is designated as the internal affairs officer and has the authority to report directly to the sheriff on all matters related to internal affairs if necessary, but normally reports to the chief deputy in administrative services. Line supervisors may investigate minor complaints such as demeanor or minor infractions of the rules or procedures. The internal affairs officer maintains control over all formal, informal, and criminal acts, excessive force, and improper use of firearms, civil rights violations, serious rule violations, and regulations or any complaint assigned by the sheriff. Employees are notified in writing of the allegations against them when a complaint and investigation is pending.

Complaints are maintained in a secure storage area within a locked file cabinet in a locked office. Complaints of an urgent concern may and are frequently reported directly to the sheriff when deemed necessary. Citizens may file a complaint via the agency's website or by obtaining a brochure or complaint form and submitting it to the agency and this avenue affords not only accountability but also transparency within the agency by the public.

Complaints are also taken anonymously if necessary. The internal affairs officer maintains contact with complainant regarding the status of the complaint on a regular basis. Written notification is made concerning the receipt of the initial complaint and upon the finding of a disposition and the complainant is advised of the result, which are classified sustained, not sustained, unfounded, or exonerated.

Complaints and Internal Affairs

External	2012	2013	2014
Citizen Complaint	2	1	1
Sustained	1	1	1
Not Sustained	0	0	0
Unfounded	1	0	0
Exonerated	0	0	0
Internal	2	4	4
Directed complaint	0	0	0
Sustained	2	3	0
Not Sustained	0	1	4
Unfounded	0	0	0
Exonerated	0	0	0

During this assessment period, the agency has not received any external complaints on their employees. The agency's policies are very clear on employee behavior on and off duty. Since this agency does not typically take reports for calls for service, investigate criminal complaints, investigate vehicle crashes, or issue traffic citations, this limits the number of external complaints. The agency reported 10 internal complaints with eight complaints involving code of conduct and two (2) incidents involving the discharge of a weapon accidentally at the range. However, the Detention Center reported 43 incidents and four (4) of them being external complaints from housed inmates.

Detainee and Court Related Activities; Auxiliary and Technical Services (Chapters 70-84)

The agency is committed to the safe transportation of inmates and people under lawful detention. All vehicles used to transport are searched for weapons, contraband, unsafe defects, conditions which might lessen security, and cleanliness. Transporting deputies do not stop during a transport except in a life-threatening situation. Inmates and prisoners are never left unattended when transported. On long trips, restroom stops are made at predetermined public safety facilities.

The sheriff is responsible for establishing and maintaining adequate security measures for all Alexandria city courts located in the courthouse. Security is accomplished by restricting access to the public on one closely monitored access point equipped with a metal detector and X-ray machine. The courthouse has four (4) courtrooms where district, circuit, juvenile and family, and traffic court cases are heard. Deputies assigned to the courthouse are diligent and strictly adhere to security practices and procedures in place for handling inmates entering the courthouse for proceedings.

A control room is established and manned during courthouse hours. Within the control room, keys to secure areas are maintained, remote electronic door switches control entry by authorized personnel, and alarms are monitored. Each courtroom is equipped with a duress alarm, which is tested at the start of each business day. Also at the beginning of each day, deputies search all courtrooms, holding cells, all public access areas inside and outside the courthouse for any contraband. Deputies have the complete confidence of judges as expressed during the public hearing by the senior judge of the courthouse. Every facet of the courthouse operation demonstrates the professionalism of the organization.

During the courthouse tour and assessment team interaction with deputies, the team observed deputies testing a duress alarm with the control room deputy's verbal confirmation that the system was working properly. The team observed deputies preparing for a murder trial by search a holding cell outside the courtroom, the courtroom itself, and under all church style seating for contraband. The team interacted with the control room deputy and the court security lieutenant as they explained the control room procedures, documented inspection sheets, the various cameras inside and outside the courthouse and the retention schedule of the video recordings. The holding cell area has proper lighting and air movement within each cell and each cell is equipped with direct communication to the control room deputy. Hallways and doorways are clear of objects that may otherwise prevent quick passage. Signs are posted in English and Spanish in hallways for exit routes.

The team spent some time at the public entrance of the courthouse, observing two deputies performing an outstanding interaction with the public while searching their items and their person prior to advancing through the checkpoint. When unacceptable items are forbidden beyond the security checkpoint, deputies provide the owner with a temporary ticket and the item goes into a secure lockbox until the owner returns the ticket. Deputies at the checkpoint have access to a shotgun and an M-16 rifle if an event threatens the security of the courthouse.

Since the City Police Department is the primary law enforcement agency, they are responsible for the maintenance of all warrants and wanted person records and the Sheriff's Office warrant unit supplements the City Police Department. Although the Sheriff's Office executes warrants, they are retrieved from and returned to the information services section of the City Police Department. The agency's warrant staff reviews the current descriptor information in the city's AJIS. From this information, it determines if the information is currently available is accurate. It is further the policy that the judicial and special operations division is primarily responsible for executing civil and criminal warrant, capiases, and other orders issued by an Alexandria court, magistrate, and local probation and parole, and for warrants issued from other jurisdictions for individuals residing within the City of Alexandria.

In cases where the deputy makes the arrest, the deputy completes the arrest documentation as required by the Virginia State Police and/or the City Police Department. A deputy sheriff may summon a police officer to complete the paperwork,

however, if the deputy is serving solely as the primary witness, and intends that the police officer make the actual arrest.

The Department of Emergency Communications is a state of the art communication center, located in a new facility. The communication center serves the Alexandria Public Safety organizations to include the Sheriff's Office. The communication center's former facility remains functional to serve as a redundant, emergency station. The center has emergency backup equipment, which is tested according to standards and responsible for receiving incoming calls for assistance as well as communications from field personnel from public safety entities of the area. Due to the responsibility designation between the City Police Department and the Sheriff's Office, the center is only responsible to the City Police Department for emergency calls for law enforcement service/response. The center is capable of receiving and logging field activities of the service (process and warrant) deputies. Currently, the advanced technology of the center is not fully utilized to provide the highest level of safety and accountability for the field deputies.

The agency has a records management system AJIS that is used for authorized employees who have been assigned with a username and password. Information is available electronically, 24 hours per day, through the AJIS and laserfiche. The Public Information Program and release of information guidelines govern the release of information to the news media. The Commonwealth of Virginia has established records retention and disposition schedules for the City of Alexandria.

Property and Evidence

The Alexandria City Police Department is responsible for receiving and storing all in-custody and evidentiary property obtained by employees into agency control. When a deputy is in possession of seized or recovered evidence ensures all evidentiary materials are taken to the City Police Department property section for processing and storage in accordance with their procedures.

When a deputy has a levied on property other than an attachment or when ordered by the court, the deputy sets the date, place, and time for conducting the sale. The deputy notifies the legal process supervisor of the sale date so that other staff may be scheduled to assist, if necessary. A sheriff's sale notice is prepared and posted at least 10 days prior to the sale. Sales are held in a timely fashion, but at the convenience of the agency. Notice of sales is posted near the place of sale, at city hall, and at the courthouse. Property is sold to the highest bidder. After completion of the sale, the supervisor forwards all forms and documents to the issuing court.

Proceeds from a sale are deposited in an account maintained for such purposes by the agency. After deducting the allowable fees, in accordance with the Code of Virginia, the balance of the funds up to the amount of judgment, the remainder is delivered by check to the plaintiff or attorney for disbursement. Any amount remaining after the amount of judgment has been paid is delivered by check to the judgment debtor if known.

H. Standards Issues:

This section provides specific information on standards found to be in compliance after on-site "adjustments" were made. Adjustments may include modifying department policies and directives, creating documentation, and an alteration of the physical plant.

No files were placed in this section during this assessment review.

I. 20 Percent Standards

The agency is in compliance with 96.2% of applicable other-than mandatory standards.

J. Future Performance / Review Issues

15.3.1 A written directive establishes crime analysis procedures to include, at a minimum:

a. identifying documents from which crime analysis data elements are extracted;

b. disseminating analysis findings; and

c. briefing the agency's chief executive officer on crime patterns or trends.

(O M M M)

ISSUE: This is a mandatory standard and the Sheriff's Office has taken this standard as N/A by function since its initial accreditation. The Alexandria City Police Department is primarily responsible for the law enforcement for the City of Alexandria and the Sheriff's Office, assumes a secondary law enforcement role, assisting to the City Police Department as requested and as required by circumstance. Such assistance provides the city with additional law enforcement resources, however, does not supersede the role of the City Police Department to provide for law enforcement planning, field response, and traditional ancillary services. If the Sheriff's Office makes an arrest, deputies only detains the person until the City Police Department arrives, places the person under arrest, and completes an incident report. During this assessment, the Sheriff's Office was not a first responder to a criminal call and has no crime to report outside of the detention center. Sheriff Deputies are sworn officers and have the capabilities of taking an incident report and making an arrest, especially inside the courthouse, staffed with Sheriff Office Deputies.

CORRECTIVE ACTION: Between the assessment team and CALEA staff, the group decided is best to verify compliance as N/A by function until CALEA Commissioners can review and make a ruling on this standard and the agency's role in law enforcement investigation.

L. Table: Standards Summary

	<u>TOTAL</u>
Mandatory (M) Compliance.....	258
Other-Than-Mandatory Compliance.....	50
Standards Issues.....	0
Waiver.....	0
(O) Elect 20%.....	2
Not Applicable.....	173
Total.....	483

M. Summary

There were no file maintenance or noncompliance issues at the last assessment or the current assessment. The agency did not conduct a mock assessment and the assessment team explained the importance of having mock assessments during the exit interview. The agency reported compliance with all applicable standards.

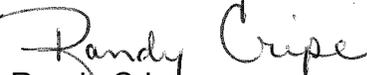
File review at times were difficult to navigate, files contained a lot of redundant and sometimes useless documentation, and Appendix G, was not used in order to simplify the file review process. File effectiveness will be addressed as soon as the agency starts to transition to PowerDMS.

The agency prides itself in its positive relationship with the citizens of Alexandria, which was substantiated by public interviews, and observation, which indicate that deputies are doing a predominately-excellent job in their performance.

This is a proactive agency geared towards working with the community, surrounding law enforcement agencies, municipal government, and city leaders. In the face of budgetary and personnel constraints the agency has been successful in adopting innovative approaches to effectively serve the community.

The agency has been part of the accreditation process since their initial award in July 1990. The agency takes pride in being a Triple Crown agency and has effectively used this status to showcase its pride in service, expertise, and professionalism. The agency has achieved widespread support for the CALEA process demonstrated by the cooperativeness of all staff members and employees of the Alexandria Sheriff's Office with the assessment team. All interactions with employees are positive, and the assessment team found the agency to be professional in respects in the performance of their duties. The agency remains committed to the delivery of elite law enforcement services as well as a valid, earned accreditation.

Respectfully Submitted,


Randy Cripe
Team Leader