

21st Century Policing Plan Alexandria Police Department

April 2019

Introduction

The Alexandria Police Department (APD) is committed to examining and implementing those recommendations of the 21st Century Policing initiative which was released in May 2015 which are relevant to the city and the department. APD believes the intent of the report is consistent with the department's goals and objectives. They are also incredibly important to the effective provision of police services to the City of Alexandria.

The contents of the 21st Century Policing report and its recommendations have been reviewed by APD and this plan reflects the efforts of the department to promote positive relationships between the Department and the community it serves. This plan is intended to offer some insight into APD's continuing efforts to be professional, relevant, and maintain effective relationships with all residents within the community it serves.

Progress to Date

APD continues to conduct an annual review of the 21st Century Policing report and APD's current policies, procedures and operations. This 2019 review acknowledges the department's continued efforts in implementing and adopting most of the original recommendations. Many of the original protocols have been in place at APD for some time. The results of this year's review can be found in Annex A of this plan.

APD previously identified several recommendations which it has already addressed but requires an ongoing effort by the department to further achieve the goals of these 21st Century Policing recommendations. The list of these recommendations and the action taken by APD can be found in Annex B.

The only 21st Century Policing recommendation which is not being addressed by APD at this time involves APD officers wearing body worn cameras. APD is not opposed to the use of such cameras. However, a costing analysis has indicated it would cost the department in excess of \$1 million a year to operate a body worn camera program. The largest cost driver is the data storage requirements under current Virginia law. Current law requires this type of data to be retained for six years following the date of the incident. There are also high personnel costs related to the management of the data.

APD is aware this market is becoming more competitive which may result in the cost reductions due to technological enhancements in the industry. APD will continue to assess these developments to determine if cost reductions may make it feasible for the department to implement camera technology.

Specific Programs Related to 21st Century Policing

The ensuing discussion covers a variety of specific programs noted in the review of APD operations. These programs are designed to improve the relationship between APD and the residents of Alexandria. These programs address outreach, internal investigations/complaints, external communications, and data transparency.

❖ **Community Oriented Policing (COPS) Redesign**

In Fiscal Year (FY) 2017, the department evaluated and considered recommendations from the IACP Staffing Study, the President's Task Force on 21st Century Policing and our Community Advisory Team (CAT-21) to assess the structure and mission of the Department's Community Policing Unit. The process also included analysis of changes in City's demographics, crime trends, quality of life needs and other factors that have changed the community policing needs for various neighborhoods. As result of this assessment, staff recommended the duties and responsibilities of officers assigned to the COPS Unit to be updated, as well as the geographical boundaries of neighborhoods identified for enhanced community policing efforts. These changes were approved and implemented at the beginning of FY2018.

As result, COPS Officers now focus their efforts in their assigned neighborhoods, as opposed to working as one team in one area. COPS Officers are expected to identify the quality of life issues and concerns in their communities and create strategies to address those issues and concerns. They coordinate their efforts with other APD resources, such as Crime Analysts, School Resource Officers, and Patrol Officers. They serve their neighborhoods through a partnership with Code Administration, T&ES, CPS, Parks and Recreation, Community Centers, Probation and Parole, Court Services, ARHA, Sheriff's Office, and DHCS (substance abuse and mental health) to assist in dealing with quality of life issues. They partner with Civic Association liaisons in respective neighborhoods and meet with formal and informal community leaders in their specific areas.

There are currently 8 positions in the COPS Unit, two are Residential Police Officers and everyone is a Community-Neighborhood Officer.

❖ **Community Associations**

It Departmental policy to provide the best possible service to its community members. APD is committed to establishing close relationships with and responding to the needs of our community. To assist in accomplishing this pro-active position, the Community Liaison Program was established over a decade ago. The Community Liaison Program affords the Police Department and civic groups the opportunity to work together to resolve neighborhood issues. This is accomplished by assigning employees as civic liaison representatives to civic groups throughout Alexandria.

Liaisons are a crucial part of the Department's community oriented policing goals, enabling the Department to keep in touch with the community and learn of the community's concerns. They function as points of contact between the civic groups and the Police Department by maintaining contact with civic group representatives, attending civic group meetings, and working to proactively

address problems and community concerns.

❖ **Community Police Academy/Youth Academy**

The APD's Community Police Academy is an outreach program that started in 1994 and is designed to promote awareness and understanding for the community we serve about the breadth and width of the complex mission of our agency. Nearly eliminated by budget cuts, the program was restarted through the diligent efforts of our strong Volunteer Coordinator and COPs Officers, and has become the model for all the City's Citizen/Community Academies. Highly rated and heavily sought, participants spend ten evenings once a week with various parts of the Police Department to learn more and experience what it is like to police in the City. The Police have developed corresponding one-day and youth-centric versions of these presentations to inspire positive contact between our agency and our growing community members. The officer who developed the Youth Police Academy was recognized by the Anti-Defamation League for his efforts in developing and running the outreach program.

❖ **Youth Engagement Programs**

The department collaborates with the agencies in the City of Alexandria and surrounding jurisdictions to develop partnerships to reach the youth of our area and establish meaningful relationships that will assist in our developing a better understanding of each other. These relationships are being established so that both officers and youth might react differently to situations on the street when they might encounter one another.

This process is part of our community policing philosophy that will assist us in our organizational strategies that will support our systematic use of partnerships and problem-solving techniques to proactively connect us to a very integral segment of our community. This will be developed by engaging with existing city youth programs, establishing forums to generate dialog, fostering mentorships, continuing our youth academies, participating in the local sporting activities and events, and leveraging the use of our very own youth camp. We will also partner with the schools, recreation centers, Boys and Girls club, social services and other stake holders.

The goal is to build a mutual trust and cooperation with the youth in our communities. With this trust we hope to garner the ability to focus on intervention and prevention of youth related crimes and misconduct. This will not only improve public safety but enhance social connectivity and the quality of life for all in the city of Alexandria.

❖ **Volunteer/Internship Programs**

The department's volunteer program has been in place for many years. Volunteers assist the agency in taking fingerprints, administrative office activities, and helping to coordinate a number of community focused efforts like the Community and Youth Police Academies. The department is always recruiting volunteers.

The department has participated in a number of internship efforts over the years mostly focusing on college students. These efforts have provided the interns with valuable experience in their areas of

expertise. This past year, the department conducted an experiment to expand the internship program to include local high school students. This experiment was so positive the department has elected to expand the program with a focus on getting T. C. Williams and local private high schools to participate.

❖ **Internal Investigations/Complaints**

All employees who receive complaints against another employee are required by policy to immediately report the complaint to a supervisor. The supervisor then begins to gather facts and will interview the citizen complainant. Based upon that preliminary fact finding, the supervisor will determine whether an investigation is warranted. Investigations of minor policy violations are handled by the first line supervisor and generally result in counseling, coaching and/or training for the employee. The counseling, coaching and/or training is documented in the employee's records. Investigations involving accusations of more serious policy violations that may result in disciplinary action are reviewed by the employee's entire chain of command including the Chief of Police. If disciplinary action is warranted, it can only be ordered by the Chief of Police. Documentation of the investigation and discipline, if any, is recorded in the employee's file. Both the complainant and the involved employees receive regular updates on the status of the investigation and when it is completed they are informed of the disposition of the case. Employees receiving discipline are entitled to an internal review and access to the City's grievance process or the process outlined in the Police Officer Bill of Rights in the Code of Virginia.

Good discipline in a well-managed law enforcement agency is essential. An unusual pattern or excessive number of citizen complaints is one of the triggers for the Department's Early Intervention Program (EIP). EIP is a pro-active non-disciplinary program designed to identify and positively influence conduct or performance-related problems exhibited by its employees. Early identification of potential employee problems and appropriate remedial actions can increase accountability and reduce instances of misconduct. The department should not be faced with investigating an employee for a serious case of misconduct only to find there had been an escalating pattern of less serious misconduct, which could have been abated through intervention.

❖ **Commendations**

The department routinely receives positive comments from the public on its programs and the performance of its officers. These comments enter the department from several sources, and the feedback is then given to the involved employees. Unfortunately, the Department does not currently have a centralized means to capture the number of positive comments it receives. Steps are underway to develop a process to capture this information and eventually report on the cumulative number of positive comments the department receives from the public it serves.

❖ **Communications**

APD is committed to providing timely and accurate information related to criminal incidents and public safety issues to the people, who live, work and visit the City of Alexandria. APD notifies the public of the following incidents:

- Homicides/Suspicious Death
- Felonious Assault (resulting in serious injury)
- Sexual Assaults Involving Strangers
- Fatal Crashes
- Missing/Endangered child or senior citizens
- Hostage/Barricade situations
- Officer-involved shooting
- “Shots Fired” calls (with evidence of a crime)
- Usage of a helicopter
- Robberies

The APD Public Information Office (PIO) often utilizes social media to reach the public quickly. APD also uses social media to share safety tips, promote APD events, update the public regarding the resolution of a crime and answer questions. The following are official Alexandria Police Department social media accounts:

- www.twitter.com/AlexandriaVAPD
- www.facebook.com/AlexandriaVAPD
- www.instagram.com/AlexandriaVAPD
- www.YouTube.com/AlexandriaVAPD

❖ **Events Calendar**

The City of Alexandria calendar includes Alexandria Police Department events and Public Safety related events that are open to the public. APD specific events can be viewed at: <https://apps.alexandriava.gov/Calendar/?sc=289>. The three most current events can always be viewed on the header of the APD homepage. The header automatically updates as each event date approaches.

❖ **Data Refinement and Transparency Plan**

The 21st Century Policing report makes several references to making data available to the public related to public safety and the services it provides. APD has provided regularly updated crime data on its website for many years. In 2017, APD released traffic citation data and an independent review of that data which was conducted by George Mason University. This information was also posted on the agency’s website and dashboard. The dashboard was updated in early 2019 as well.

In 2017, APD also conducted a review of the data it collects on crime, traffic and officer activity. This review identified the need to modify the APD data collection methods to address missing data and errors. This resulted in the development of a Data Refinement and Transparency Plan. This plan outlines the actions APD will make to correct data deficiencies and make this data available to the public. This plan can be found in Annex C.

ANNEX A

21ST CENTURY POLICY TASK FORCE RECOMMENDATIONS ALREADY ADDRESSED BY THE ALEXANDRIA POLICE DEPARTMENT (APD)

April 2019

The following 21st Century Policing recommendations have already been addressed by the APD. The policy and program citations which demonstrate the APD efforts are found in italics.

1.1 Recommendation:

Law enforcement culture should embrace guardian mindset to build public trust and legitimacy. Toward that end, police and sheriff's departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.

Policy citations: Directive 1.1 Mission (note 1.1.03)

Directive 2.3 Complaints and Disciplinary Actions

1.2 Recommendation:

Law Enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.

The programs and policies adopted by the APD over the past few decades reflect the need to apply fair and impartial policing. These programs and policies are revised to be consistent with current law/standards as required. These same policies are also routinely examined by an independent agency - CALEA – to ensure this condition continues.

Additionally, new APD officers receive training prior to their field training on the history of APD and the city. This includes social and other challenges faced by the city and the department.

Specific attention is also given to the challenges currently faced by APD which leads to the further professional development of the department.

While at the Academy, new officers also receive training at the Northern Virginia Criminal Justice Training Academy (NVCJTA) on subjects related to this recommendation. NVCJTA basic training includes blocks of instruction on:

- The history of law enforcement which includes some of the social challenges faced by the profession.*
- Issues related to bias in policing and the history of racially based policing.*

- *NVCJA enforcement and tactical training also includes instruction on issues related to perceptions as to race and ethnicity.*

1.4 Recommendation:

Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.

*Policy citations: Directive 2.3 Complaints and Disciplinary Actions
Directive 4.4 Career Development
Directive 4.14 Employee Evaluations Directive 4.21
Promotions*

Additionally, APD has incorporated recommendations made in a separate study which was conducted by George Mason University concerning procedural justice protocols into its Fair and Impartial Policing training program.

1.5 Recommendation:

Law enforcement agencies should proactively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.

*Policy citations: Directive 12.1 Community Liaison
Directive 12.7 School Resource Officers COPS SOPs/ Duties and Responsibilities*

1.6 Recommendation:

Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.

The programs and policies adopted by the APD over the past few decades reflect the need to apply fair and impartial policing. These programs and policies are revised to be consistent with current law/standards as required. These same policies are also routinely examined by an independent agency - CALEA – to ensure this condition continues.

2.5 Recommendation:

All federal, state, local, and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.

Policy citations: Directive 1.10 Accreditation Preparedness

The programs and policies adopted by the APD over the past few decades reflect the need to apply fair and impartial policing. These programs and policies are revised to be consistent with current law/standards as required. These same policies are also routinely examined by an independent agency - CALEA – to ensure this condition continues. Additionally, the APD reports this data to City Human Resources as well as the City’s Human Rights Commission and the Commission on Women.

2.7 Recommendation:

Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.

Policy citations: Directive 13.03 Annex 5 Demonstrations and Civil Disorder

2.8 Recommendation:

Some form of civilian oversight of law enforcement is important to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.

Policy citations: Directive 2.3 Complaints and Disciplinary Actions

The City’s Human Rights Commission provides external review of complaints involving APD. APD also provides reports on citizen complaints, internal investigations related to discrimination, and use of force events as required by the City.

2.10 Recommendation:

Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances.

Policy citations: Directive 10.37, Warrantless Search

APD does require consent as appropriate and follows accepted legal protocols. APD encourages officers to use written consent forms and requires the documentation of efforts to obtain consent in investigative reports.

2.11 Recommendation:

Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals they have stopped. In addition, policies should require officers to state the reason for the stop and the reason for the search if one is conducted.

Policy citations: Directive 2.2, Rules of Conduct

APD officers are required to wear an approved uniform or attire and are also required to properly identify themselves as described above and the reason for the contact. APD does not require “written” information as indicated in the recommendation.

2.12 Recommendation:

Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the recommendation from the President’s Advisory Council on HIV/AIDS (PACHA) to cease using the possession of condoms as the sole evidence of vice.

*Policy citations: Directive 10.25, Search Incident to Arrest
Directive 10.27.06, Prisoner Transport Procedures
VN SOP 2.108 App A*

2.13 Recommendation:

Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.

Policy citations: Directive 2.4, Non-bias Policing

3.2 Recommendation:

The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.

*Policy citations: Directive 3.3, Mobile Computers
Directive 10.4.0 License Plate Reader Program*

4.1 Recommendation:

Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.

*Policy citations: Directive 1.1, Mission
Directive 12.01, Community Liaison Program*

4.3 Recommendation:

Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.

*Policy citations: Directive 4.5, Critical Incident Stress Management
Directive 11.13, Crisis Intervention Team
Directive 13.03, Annexes*

4.4 Recommendation:

Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.

*Policy citations: Directive 1.1, Mission (values)
Directive 2.2, Rules of Conduct*

4.7 Recommendation:

Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.

APD has a variety of programs that address this recommendation. The School Resource Officer Program provides this service as does the Youth Outreach Coordinator within the Criminal Investigations Section. The COPS program also has many activities related to this recommendation. The APD also hosts summer camp each year for inner city youth. The department also makes extensive use of student interns and this program is currently being expanded.

5.7 Recommendation:

POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.

APD has asked the Northern Virginia Criminal Training Justice Academy and has determined the basic curriculum includes this material in several blocks of discussion. They have also adopted the Fair and Impartial Policing curriculum for all recruit officers.

5.11 Recommendation:

The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.

*Policy citations: City's tuition reimbursement program for higher education
Directive 4.16, Incentive Pay (4.16.12)*

APD is exploring opportunities to develop on-site higher education programs. APD also shares a variety of higher education opportunities with staff to include programs available through local institutions, distance learning and on line offerings.

5.12 Recommendation:

The Federal Government should support research into the development of technology that enhances scenario-based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement.

While this is a federal recommendation, APD officers currently receive this type of training starting at the academy and it continues in the in-service instructional practices. Scenario based training is a key element in the approaches used. The scenarios test the officer's application of departmental policies and accepted practices. APD also makes extensive use of on-line and distance learning programs. APD also uses MILO technology as a part of this training.

5.13 Recommendation:

The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.

Policy citations: Directive 5.1, Patrol Training Program

6.2 Recommendation:

Law enforcement agencies should promote safety and wellness at every level of the organization.

Policy citations: Directive 4.19, EAP

Directive 6.2, Body Armor

Directive 10.11A, Emergency Vehicle Operation

Directive 4.5, Critical Incident Stress Management

6.4 Recommendation:

Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.

Policy citations: TECC Program

Directive 11.10, Active Violence

Directive 6.2, Body Armor

6.6 Recommendation:

Law enforcement agencies should adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.

Policy citations: Directive 6.4, Vehicle Use and Maintenance (6.4.02(A)10)

Directive 6.2, Body Armor

ANNEX B

ONGOING 21ST CENTURY POLICY TASK FORCE RECOMMENDATIONS BEING ADDRESSED BY THE ALEXANDRIA POLICE DEPARTMENT (APD)

The following recommendations will be addressed by APD. The action that will be taken can be found in italics. These are those which the APD is already doing but there is ongoing work within the APD to improve even more the APD approach to the recommendation. The recommendations in this category are:

1.3 Recommendation:

Law enforcement agencies should establish a culture of transparency and accountability to build public trust and legitimacy. This will help ensure decision making is understood and in accord with stated policy.

The creation of the departmental 21st Century Policing plan will guide APD in its efforts to be transparent and accountable. APD also formed a Community Advisory Team to assist the Department in implementing relevant recommendations from the 21st Century Policing Plan.

1.7 Recommendation:

Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.

The City of Alexandria has conducted and will continue to conduct surveys designed to assess the public's perception as to APD performance and the delivery of police services. A most recent survey indicated the residents are very satisfied with the APD and the police services it provides. The overall level of satisfaction in the 2017 survey was over 90%, APD will continue to monitor the results of future surveys to ensure it meets the expectations of the community. APD maintains several channels through which the community can express comments, commendations or concerns about the Police Department or particular officers. Comments are regularly received and addressed through the Department's website and the City's Call.Click.Connect. system.

1.8 Recommendation:

Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.

APD has revised its recruiting program to focus on improving the demographic representation of its workforce. This will be a continuing effort and APD will report on its progress as currently required to external city commissions.

2.1 Recommendation:

Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.

APD currently applies data to identify crime, traffic safety, and other community interests. APD also has various programs designed to be collaborative with the community in meeting the needs of the residents. Specific programs designed to address this issue are discussed in this plan, including but not limited to: Community Liaisons, COPs Officers, Residential Officers, etc.

2.2 Recommendation:

Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.

APD has these policies and they have been reviewed and approved during CALEA audits. These policies were posted on the APD website in August 2017. APD will continue to monitor the effectiveness of these policies and its use of force. Use of force experience will continue to be reported to the city's Human Rights Commission.

2.3 Recommendation:

Law enforcement agencies are encouraged to implement nonpunitive peer review of critical incidents separate from criminal and administrative investigations.

APD will continue its discussions with labor representatives over the usefulness of this approach with the department. APD has received some strong and mixed reviews as to whether APD employees would welcome such a peer review program for incidents.

2.4 Recommendation:

Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.

APD will continue to use objective data based procedures on community interests and documented experience to provide a rational application of police resource to identified problems. This process is designed to eliminate bias and improper influence in the delivery of police services.

2.6 Recommendation:

Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests). This data should be disaggregated by school and non-school contacts.

Some of this data is available e.g. arrests, and some of the data is not e.g. detentions. The APD Data Transparency Plan incorporates this recommendation. This plan is specifically addressed in this report.

2.9 Recommendation:

Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.

APD policies and procedures directly support the use of enforcement as a means improving public safety. APD will continue to maintain a position of not supporting policing actions designed in a manner to solely support revenue generation. These activities and others are important performance measures for the department to assess what its officers are doing during their shift. However, APD does not use a quota system and has reviewed its officer performance measures to ensure that quotas are not a part of the performance evaluation process. This process will be an ongoing effort by APD to ensure the perception noted in the recommendation does not exist.

3.5 Recommendation:

Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.

APD makes extensive use of web based technology and social media to inform the community. APD participates and responds to community inquiries on police issues through the various technological systems the city has developed to promote this level of responsiveness. APD will continue its efforts in this area as the city converts to the 311 system.

4.2 Recommendation:

Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.

APD has made community policing part of its ongoing service delivery approach. APD recently redesigned its specific community policing program to further improve its relationship with the community. This revised plan is specifically addressed in this plan. Additionally, the Community Relations Division was developed to house all community service efforts to better ensure focus in this area.

4.5 Recommendation:

Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.

APD has made community policing as part of its ongoing service delivery approach. APD recently redesigned its specific community policing program to further improve its relationship with the community. This revised plan is specifically addressed in this plan.

4.6 Recommendation:

Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.

APD has a history of working with the city's youth. After a review of its youth engagement efforts, APD developed a revised program for connecting with young people. This plan includes a specific discussion of this program. APD also offers its assistance to ACPS and private schools within the City in the development of their discipline policies.

5.2 Recommendation:

Law enforcement agencies should engage community members in the training process.

Many of the training programs for sworn personnel are mandates from the Commonwealth's Department of Criminal Justice Services. APD will attempt to incorporate the community in these programs whenever possible and when APD has the discretion to do so.

5.3 Recommendation:

Law enforcement agencies should provide leadership training to all personnel throughout their careers.

APD has a robust training program for its personnel and a considerable amount of time is routinely devoted to developing its personnel. Recently, APD reviewed and revised its initial and ongoing training program for managers and supervisors. The new program which started in the Fall of 2017 includes even more instruction on leadership and effective business practices. APD also initiated a field training program for newly promoted Sergeants this past year.

5.6 Recommendation:

POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.

APD currently is heavily committed to CIT and has an internal CIT program. APD has checked with the Northern Virginia Criminal Justice Training Academy and discovered that CIT is discussed in its curriculum. However, students are not certified as CIT qualified through this training effort. Best practices indicate that CIT training and certification is best received after officers have spent at least some time in the field to provide real world context to the training.

5.8 Recommendation:

POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.

APD has discussed this with the Northern Virginia Criminal Justice Academy and has been advised this issue is discussed in several blocks of instruction. APD also discusses it in its internal procedures relating to CIT and peer support of employees.

5.9 Recommendation:

POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.

The Northern Virginia Criminal Justice Training Academy has included Fair and Impartial Policing training part of their basic training program. APD has completed the Fair and Impartial Policing program for all its employees and will train new employees as they join the organization. All APD personnel regularly complete Cultural Diversity training to improve responsiveness to a wide variety of communities to include the LGBTQ community.

5.10 Recommendation:

POSTs should require both basic recruit and in-service training on policing in a democratic society.

APD has discussed this with the Northern Virginia Criminal Justice Training Academy and has been advised this issue is discussed in several blocks of instruction for basic recruit training. APD is currently evaluating the incorporation of this subject matter as part of a comprehensive review of its local officer training program.

6.3 Recommendation:

The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.

APD is following is aware of research in this area and is awaiting the results.

ANNEX C

Alexandria Police Department

Data Refinement & Transparency Plan

Introduction

APD is dedicated to being open and transparent with its data, internal workings, and structure. In particular, the department has focused recently on: 1) Officer Activity, 2.) Crime Data, and 3.) Traffic Data. In addition to these three main areas of interest, this year the department is also reviewing its Beat Structure with assistance from the Officer of Performance & Accountability (OPA).

Officer activity has been generally collected to track officer work performance. This generally included what officers were accomplishing during their shifts, i.e. how many arrests, how many traffic stops, etc. Crime data was collected to assist in determining hot spots for patrol to focus their approach to enforcement around the City. This approach tracks the temporal and spatial aspects of crime incidents in an effort to deploy APD assets as a crime intervention strategy. The department has been successful over the years applying this approach and has received some positive external recognition for its efforts.

Traffic crash data has been a specific concern for APD over the years. The adoption of the Vision Zero effort by the city made the accuracy and completeness of traffic crash data even more important. Subsequently, APD has been reviewing its traffic crash data platform to make this data more useful for all the departments that rely on it. It has also improved the Traffic Safety Section by developing a Traffic Safety Plan and increasing the number of officers in this section. Efforts to improve crash data have been a primary focus during the 2017-2018 years.

To ensure the department is addressing the needs of the City, a formalized study has been suggested to review the current Beat / Sector boundaries. This will be addressed further in the section below.

APD has continued to examine its data needs to include what data is captured and how to more effectively utilize it. At the same time, introduction of the new records management system (RMS) technology has enabled APD to mine multiple data collection files/servers and ultimately enhance its data utilization. For example, the new system enables APD staff to access real time information collected from electronic source data collection points. It also allows staff to connect Computer Aided Dispatch (CAD) information collected by the Department of Emergency Communications with APD data files. This progress has enabled APD to identify opportunities to improve its data collection efforts to assist in improving its understanding of officer activities and the nature of crime within the City.

The review of the data available through the new RMS technology was assessed in conjunction with a review of the data needs that APD has today. APD identified several action items that require attention to meet its needs. The ensuing discussion outlines the actions APD has identified for officer activity, crime analysis and traffic safety.

Officer Activity Data Collection

During the last review period, several recommendations were made to improve data collection on officer activity. Those action items included:

1. Implement new officer activity report methods to reduce data inconsistencies, redundancy, and capture more officer activity.
2. Capture Traffic Warnings through 15As/Field Interviews, to include demographic data.
3. Distinguish between officer activity related to calls for service, directed activity by a supervisor, and those initiated by the officer while on duty.

Assessment of Current Data and Needs

Beta testing on this new data collection was started in July 2017 and concluded in February 2018. The new data collection program was rolled out for use on March 1, 2018 with full implementation going live in May 2018. Ongoing review of data captured is conducted routinely to iron out any collection errors.

- Supervisors can now pull officer activity data through both CAD activity reports and WedRMS. This has led to capturing more of officer activity, including time spent on calls and reports. Additionally, these reports result in a more accurate reflection of officer activity with less redundancy.
- Officers are also to document both their directed activity and self-initiated activity through WebRMS Miscellaneous Service reports. This allows the department to better track and understand how much time is being spent on Community Engagement efforts.
- Officers are also able to document all traffic warnings through the completion of a Field Interview (15A).

Required Action & Implementation

The review team continues to meet regularly to assess the new data efforts to identify any gaps, improve the quality of data being captured as well as accuracy and timeliness. The following recommendation have been made to improve the data collection over the next year:

- Continue training efforts with officers on how to enter data properly into WedRMS Miscellaneous Services.
- Continue the eCitations Pilot Program with full implementation expected to roll out in Summer of 2019. Officers who are assigned an eCitation machine will be able to automatically track all traffic stops and warnings without the completion of a Field Interview form. This will assist in quicker completion of traffic stops and more accurate demographics.

- Updates to address these new collection methods and implementation of the eCitation machine needs to be addressed in departmental Directives. Therefore, the appropriate Directives will need updating over the next year.
- As with all new methods, reinforcing and training are imperative to ensure accuracy in data collection. It is encouraged that APD spend sufficient time ensuring officers are trained on all new processes throughout the year.

Crime Data Collection

Last year's assessment of the crime data remains constant. Since crime throughout the City is ever changing and moving, this area of collection remains as one that requires ongoing attention. Improvements in collection efforts have been made over the past year, including:

- Improving location information to include housing numbers and unit numbers. Efforts are still needed to ensure officers are entering such information correctly. This will be addressed in the new Field Based Reporting (FBR) Manual.
- Data refinement efforts in location analysis are aiding the department to determine what additional resources would assist the community in reducing crime.
- Ensuring officers understand the definition of "Resident" when completing reports, is defined as Resident of Alexandria. This has been addressed through training efforts and will also be in the FBR Manual.

Assessment of Current Data and Needs

As noted earlier, APD has been using temporal and spatial crime data in its evidence-based hot spots policing efforts. APD management wanted to increase its understanding of the nature of the crime the city experiences and asked its data analysis staff to look at the possibility of applying some epidemiological approaches to its examination of crime data. There have been many meetings on data mining efforts and data gaps related to the crime data issue. These discussions have resulted in the following observations:

- The temporal and spatial information currently collected is sufficient for APD needs but improving location information is still needed, i.e. housing/unit numbers.
- Continued improvement with the synchronization of CAD data with crime reporting data to streamline the process. This will also improve data accuracy and timeliness.
- Currently, much of the key epidemiological information is found in fields or text within the source documents that do not enable easy analysis.
- The absence of certain fields in the current reporting format presents missing data issues which make it difficult to fully understand important issues related to crime in the city.
- Closing data gaps and refining data collection programming along with temporal and spatial information currently available will lead to a more refined understanding of crime and the refinement of current interventions or even new interventions to stop crime.

Required Action & Implementation

Improvement efforts have been made since August 2017. Analysts will continue their efforts in:

- Researching demographic information.
- Collecting and analysis information on the presence of mental health, substance abuse, and other social factors.
- Continuing to review and analysis the relationship between victim/suspect and ensure that reports are capturing this information.
- FBR updates will be installed sometime in the late Fall of 2019, which will assist in addressing some of the more common errors that will improve reporting.

Additionally, APD will need to finalize the new FBR Manual and revamp the Reporting Directive. The FBR Manual will be a detailed guide on how to utilize the reporting system correctly. This will include direction on completing incident reports, supplements, impounds, and field interviews. The Reporting Directive will be updated to address responsibilities of report writers and supervisors, defining when certain reports/forms are to be completed, and any other relevant information determined by the review committee.

Traffic Data Collection

In August 2016, APD completed its traffic crash data report. In late 2017, APD developed its first Traffic Safety Plan and the City adopted Vision Zero; with the overarching goal to reduce fatal and serious injury crashes to zero by 2028. In 2018, APD reviewed its Traffic Safety Plan, which addressed many of the data inconsistencies and presented opportunities for data improvements. Improvements made to traffic data collection thus far include:

1. Training has been completed with officers to accurate enter location information. Efforts have also been made to clean up the current database of locations in WebRMS.
 - a. Instructions on proper location entering will also be included in the new FBR Manual.
2. The Pilot Program of eCitations has already begun and will be rolled out to all officers in late 2019. Any officer who does not receive an eCitation machine will still be responsible for entering any traffic warnings into the Field Interview system.
3. Improved data collection on crashes that occur within the City that lead to serious of fatal injuries. Additionally, the Department has updated the definitions of Serious Injury to better assist officers in classifying what type of crash they are handling.

Assessment of Current Data and Needs

Data collection has significantly improved over the past year. This includes collection of citations, more consistent crash reports, and better understanding of how to enter location information. There are several areas of Traffic Data that still need to be addressed and improved upon. These include:

- Standardizing the entering of locations. The most problematic of which is ramps and incidents that occur at intersections. Additionally, how addresses are entered into the State Crash Reporting System (TREDS/FR-300) varies from how APD’s reporting system handles addresses. This requires manual “cleaning of data” by APD personnel.
- Supervisors need to have continued efforts in reviewing crash reports prior to approval to ensure accuracy of the data entry.

Required Action & Implementation

- Continued training efforts will be required to ensure new officers and supervisors are aware of proper location entry.
- APD will work with the Commonwealth of Virginia to provide suggestions to improve data collection in the statewide crash reporting format.
- APD will continue the eCitations pilot programs and review any problems that need to be addressed prior to it going live with the entire department.
- A review of the Crash Directive has already begun; however it still needs to be finalized and published. This updated directive has the new definitions of Serious Injury, this will ensure all officers handling crashes have a subjective definition to utilize for each scene.
- Collection of demographics of traffic stops and crashes has already begun. Efforts will be made to ensure the data collected is accurate, and any training will be implemented to address errors or gaps in the data.

Beat / Sector Boundaries

As the City continues to grow, it is imperative that the Department stay abreast of where these changes are happening and how it affects the overall demographics. This data will help determine if the Department’s current beat boundaries are still appropriate. This includes looking at the demographics of the City, our response times and addressing what, if any, additional resources we can utilize or request.

Assessment of Current Data and Needs

Because of the new growth and development of the City, data efforts need to be re-assessed to ensure we are gathering the appropriate information and determine any gaps that may exist in the current data. Examples of large changes that effect the demographics of the City include:

- Development and growth of the Potomac Yards area
- Closure of Landmark Mall
- Relocation of the Carpenter Shelter to Landmark Mall
- Amazon’s Headquarters moving to Arlington

To assist with this project, the Office of Performance and Accountability (OPA) will be working with the Department’s Crime Analysts to determine what data areas need to be addressed. Data that will be reviewed includes: Economic/income development, density, single vs multi-family homes, low income areas, calls for service, officer response time, etc. With the 2020 Census

right around the corner, this project is hopeful to utilize those results to better address the needs of the City. Therefore, this project is not only ongoing, but long term in nature.

Required Action & Implementation

- Review CAD data to review Calls for Service (CFS) volume, with emphasis on Priority 1 calls.
- Review officer response time. This will require a review of how officers normally patrol their assigned areas. Since officers routinely leave their assigned beats, the sector should also be analyzed.
- Review of officers responding to CFS outside their own Sector. If officers are routinely being pulled from their assigned sector, analysis should be conducted on why and how reorganization of the beats/sectors could reduce this.
- Work closely with OPA to ensure data collection efforts match the Department's overall goals of this project.
- Determine what additional resources are needed to successfully complete this analysis.
- Develop a survey for officer input to weigh in on analysis produced by OPA and provide anecdotal input.