Investigations Bureau

FY 2018 Strategic Plan

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9/7/2017
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Mission
The mission of the Investigations Bureau is to investigate and resolve complex criminal incidents through professional partnerships, technology and well trained staff. The use of internal and external referrals will be used to ensure an expanded services approach to all that come into contact with the criminal justice system.

Values
The mission of the Investigations Bureau is guided by the police department’s values. These values provide the foundation of our investigative and supportive efforts to all that come into contact with our services. We value life above all else and uphold federal, state and local laws according to the Constitution. We strive to treat all citizens in a fair and procedurally just manner to ensure we are accountable to ourselves and the community.

Vision
Close all criminal investigations by identifying those responsible. Ensure referrals are provided where necessary and as needed to help bring a sense of calm and order to those impacted by incidents of crime and disorder.

Environmental Assessment/Analysis
Workload
The Alexandria Police Department’s Investigations Bureau (IB) contains the Criminal Investigations Division (CID) which is comprised of four sections; Crimes Against Persons,
Property Crimes, Crime Scene Investigations, and Vice/Narcotics. Each section is responsible for specific types of criminal investigations while the Crime Scene Investigations Section supports the police department with the collection and examination of evidence.

Workload for the IB has traditionally been evaluated using cases assigned and case closure rates as measures. In 2016 the International Association of Chiefs of Police (IACP) conducted a staffing study for the police department which included a workload analysis of the IB. The information used for the workload analysis was garnered from a 2014 workload analysis conducted by bureau staff. In addition to that workload analysis, the IACP used hours available to further evaluate workload. The present workload analysis will mimic the IACP staffing study with updated numbers from 2015 and 2016. The use of case assignments, closure rates and other measurements will also continue to be used.

The workload assessment completed by the IACP can be found via the following link: https://www.alexandriava.gov/uploadedFiles/police/info/2016IACPStaffingStudy.pdf

**Staffing**

There are current vacancies within the Criminal Investigations Section and the Crime Scene Investigations Section. Recent hiring by the police department is helping to fill these vacancies but it will take approximately another 6 – 9 months to achieve full staffing. There is a plan to fill open vacancies and while that plan is being implemented, workload and case assignments are being prioritized to enable the best possible delivery of services to the community.

In addition to the current vacancies, the IACP report indicates a need for additional full time employees (FTEs) in the Vice/Narcotics Section (sworn staff) and the Computer Forensic Lab (civilian staff).

The Vice/Narcotics Section lost staffing through the years due to budget cuts and a review of a recent critical incident revealed deficiencies in their level of staffing. That review indicated that an increase of three FTEs will provide the section with the ability to safely conduct certain operations.

**Challenges**

The Investigations Bureau currently has seven sworn vacancies and two civilian vacancies, with the addition of third civilian vacancy at the end of August due to the expected retirement of one Latent Print Examiner.

The sworn positions will be filled as new officers complete their training and are assigned to solo patrol. A plan was developed to fill vacancies throughout the department that should allow the transfer of three officers to criminal investigations by October 2017 at which time another process will be developed to fill the rest of the vacancies. The process for the vacant CSI Investigator position is currently being reviewed and the processes to fill the three civilian vacancies are ongoing.
With the addition of fifth sergeant to the Criminal Investigations Division, the Special Victims Unit is in the process of creating a standalone Domestic Violence Unit.

A standalone DVU increases the ability of the police department to provide a higher level of service and attention to domestic violence investigations. The unit will maintain its current staffing of three detectives and add additional services through collaboration with the Department of Community and Human Services (DCHS). Several years ago the police department’s civilian domestic violence coordinator position was eliminated and the position was reassigned to DCHS. Having this position reside outside of the police presented several challenges including access to the police department.

Moving forward, the DCHS Family Services Specialist position will fulfill the duties and responsibilities of a civilian domestic violence coordinator and also work closely with police department staff at police headquarters. The development of the DVU and the coordination with DCHS will require significant planning, direction and coordination.

**Opportunities**

While the plan is focused towards investigations, our efforts will also support other bureaus and the overall mission of the police department. Mentoring programs and community engagement events will look to achieve long term outcomes and not just outputs. The ability to investigate and resolve complex investigations is an effort that requires collaboration amongst numerous stakeholders within the Investigations Bureau, the police department, other City departments and the community.

The development of a standalone Domestic Violence Unit will enable the department to take a more proactive approach to these complex and difficult cases. Working closely with DCHS and analyzing trends and characteristics of these types of crimes will bring together a number of services to ensure a holistic approach to all those affected by domestic violence.

**Goals and Objectives Overview**

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**Goal 1: Effective Management**

**Objective 1.1 Increase the number of cases assigned.**

**Strategy: Monitor Case Assignments and Closures.**
The 2016 International Association of Chiefs of Police (IACP) conducted a staffing analysis that produced a number of recommendations for the police department. Two specific recommendations have the potential to enhance the review and assignment of cases to detectives in the Investigations Bureau (IB).

The expectation of the amount of time a case should remain open varies greatly throughout the bureau. Special Operating Procedures denote the time for submission of supplemental reports but the expectations on how long it should take to close a case needs to be clarified and monitored. The clarification of expectations will enable detectives to more effectively manage their case load and allow for more case assignments. While the length of investigation varies depending on the facts of the case, case assignments and number of hours spent on a case is a helpful indicator of workload.

The number of hours spent investigating cases will allow for the systematic evaluation of workload. In the recent past, workload was established through the evaluation of number of cases assigned. While this has been helpful in determining case load, it has not necessarily provided specific information to determine workload. The 2016 IACP report notes that detectives have approximately 1660 hours per year for investigations. By tracking the number of hours per case, a better estimate of proper case load and workload can be established. The supervisors in IB are developing inputs for the new Record Management System (RMS) for case tracking. The RMS is being used to track case assignments but the inputs needed to track time are still being developed.
Objective 1.2 Expand the use of technology.

Strategy: Acquire the Leica 3D Mapping System and train staff.
The Leica scanning system is the most advanced three dimensional scanning system available to law enforcement. The Leica system provides an exponential increase in evidence collection capability, decrease in the staff hours needed to collect evidence and improved officer safety as they conduct their investigations.

The Leica system would allow investigators, as well as members of our Crash Reconstruction Team, to quickly and accurately advance its crash and crime scene photography, measurements and mapping. The system is used to capture major crime scenes such as homicides, fatal traffic crashes and officer-involved shootings in greater detail. This instrument also allows investigators to take forensic measurements, view scenes from any viewpoint or angle and review the location of items in a three dimensional environment.

Major crime scenes and accident scenes that in the past required a number of hours and multiple investigators to photograph and take physical measurements could now be completed in a significantly reduced amount of time with the Leica system. This is especially important when scans and mapping are to be done on a roadway within the city. Utilizing the Leica system would significantly reduce the amount of time that a roadway, or building, would have to be shut down.

The Leica system uses a Class 1 infrared laser which allows it to pick up items of evidentiary value that may be outside of the visual spectrum. The laser/camera combination within the unit allows for the highest level of detail within the final product. In addition, the unit does not need ambient light in order for it to operate within an enclosed dark place.

This past year we have requested the use of the Virginia State Police’s Leica machine three times. By acquiring a Leica system, more crime scenes will be processed using this technology and the management of major crime scenes will not be dependent upon a mutual aid request.

Strategy: Evaluate and test facial recognition technology.
The Crime Scene Investigations Section will continue to work with Northern Virginia Regional Identification System (NOVARIS) in the use of facial recognition software. NOVARIS is piloting a program that utilizes facial recognition as the next generation of identification. A latent print examiner is currently working with the NOVARIS program to evaluate the utility to the Alexandria Police Department.

Strategy: Upgrade technology.
The current technology used by the Electronic Surveillance Unit will soon be obsolete and the next generation of technology needs to be evaluated. This technology is a valuable tool for the police department and must be reviewed both in regards to budget and policy.

The investigative technology tools assist in locating missing endangered persons and suspects for serious criminal incidents.
**Strategy: Increase the use of the Full Spectrum Image System.**
The Full Spectrum Imaging System (FSIS) is used in the Crime Scene Investigations Section to photograph latent prints on evidence. The technology was purchased in 2016 and has proven to be an effective tool in photographing latent prints. To increase the use of the FSIS the section is going to increase training on the device for all investigators.

**Objective 1.3 Use research based crime prevention techniques.**

**Strategy: Develop a “near repeat” policy and program to prevent crime.**
Research has shown that using spatial and temporal analysis, criminal activity can be quantified and risk can be assessed for certain communities. The near repeat research indicates that when a crime occurs, there is an increased risk that another crime will occur within the same area and typically within thirty days or less. The prevention of future crime can be achieved through keen data analysis and proven intervention techniques. While there have been several studies in the area of near repeat in regards to various crimes, the National Institute of Justice commissioned research on the near repeat phenomenon and burglaries. This project also developed a Near Repeat Calculator that may be useful in the area of predictive policing and intervention of future criminal acts.

In 2016 there were 179 burglaries in the City. This was a 22% decrease from 2015 in which there were 230 burglaries. Using the near repeat research, burglary detectives will coordinate the evaluation and analysis of burglary data and then working with other resources in the department, develop intervention techniques to interrupt or eliminate future crime trends.

**Objective 1.4 Implementation of an independent budget plan.**

**Strategy: Evaluate the use of discretionary overtime.**
The use of overtime helps achieve operational objectives. Its primary function is to provide staff with the ability to bring a large amount of human resources together to investigate complex criminal incidents. This can be at the very beginning, middle or end of an investigation. Overtime has also been used for appearances in court, attendance at meetings and other administrative duties that fall outside an operational need. Overtime for these types of functions can be reduced through strict adherence to scheduling and overall management of the overtime budget.

Staff will implement an improved accounting system for monitoring overtime. Excel software was instituted several years ago to account for expenditures; in addition to the monthly Munis reports. This was instituted to provide commanders with a more accurate and timely accounting of specific budgetary accounts so purchasing decisions could be accomplished in a more effective manner. This same tool will be used to account for overtime. Staff is currently developing a spread sheet that will assist with the monitoring of overtime. The spreadsheet will indicate as to whom, when and for what reason overtime is being used. The City payroll software does not currently allow for this type of analysis. This type of information will be the foundation
for the analysis of all overtime expenditures and guide each individual commander’s decision making as it relates to the operational and discretionary use of overtime.

**Strategy: Creating budgetary authority for individual supervisors and commanders.**
The overtime budget has typically been a shared resource throughout the department which led to a lack of accountability in the management of these funds across different bureaus. A recent change in the police department budget policy gives the bureau commanders autonomy in the management of overtime and other budgetary accounts within their sections.

Policy and procedures are being developed that will give supervisors and commanders limited spending authority. This change in policy will create a new level of accountability that will develop staff in budgetary matters and enhance the management of the Investigations Bureau budget.

**Objective 1.5 Increase Investigative Capacity and Expertise**

**Strategy: Development of a Domestic Violence Unit.**
The 2016 International Association of Chiefs of Police (IACP) staffing analysis made several recommendations regarding domestic violence investigations. The primary recommendation of adding a sergeant to the unit is described here. In the past, the Alexandria Police Department had a sergeant in charge of a standalone Domestic Violence Unit (DVU). Due to budget cuts and staffing decisions the DVU sergeant was eliminated and the detectives were absorbed into another unit with disparate functions. Adding a sergeant to the Criminal Investigations Division will allow for the restoration of a standalone DVU.

A standalone DVU increases the ability of the police department to provide a higher level of service and attention to domestic violence investigations. The unit will maintain its current staffing of three detectives and add additional services through collaboration with the Department of Community and Human Services (DCHS). Several years ago the police department’s civilian domestic violence coordinator position was eliminated and the position was reassigned to DCHS. Having this position reside outside of the police presented several challenges including access to the police department.

Moving forward, the DCHS Family Services Specialist position will fulfill the duties and responsibilities of a civilian domestic violence coordinator and also work closely with police department staff. Access to the Alexandria Police Department is a critical component of ensuring the family service specialist and detectives coordinate services for domestic violence incidents. Policy and procedures are being developed that will give the family services specialist access to the Criminal Investigations offices to help facilitate this coordination. This will require a level of vetting for this position similar to a police department employee to protect the integrity of sensitive databases, conversations and other work material not related to domestic violence cases. The family services specialist will spend time at police headquarters and DCHS in a manner that best suits the program goals, objectives and strategies.
Accountability for assigned cases and work flow are also a key component of the family services specialist which can be achieved with proper supervision and oversight. The family services specialist will report to the DVU sergeant and the DCHS Domestic Violence Program division chief. This shared supervisory responsibility will require close coordination and cooperation between these individuals. Regular meetings with the employee and supervisors will ensure expectations are understood and agreed upon.

**Strategy: Develop Youth Services Coordinator Role.**

The Youth Services Coordinator position is an important part of our ability to provide services to juvenile offenders and non-offenders. The position coordinates the collection of information and works with detectives and other City departments on matters that involve juveniles in need of services.

In addition to the job characteristics, the youth services coordinator will be responsible for supporting the City of Alexandria’s Children and Youth Master Plan (CYMP). There are a number of action items within that plan that we support through our youth initiatives. By designating this position as the point of contact for the CYMP, the police department will be able to add our youth engagement and services to the CYMP annual report.

An example of activities the Youth Services Coordinator will establish is a community soccer game with children from the local mentoring organization Space of Her/His Own that involved detectives and other police employees. We received support from the Alexandria Department of Parks and Recreation who assisted with equipment needs and reserving the field at Jefferson-Houston School. This was a program initiated through the Youth Services Coordinator and even though the position is currently vacant, the program has continued.

**Strategy: Increase the number of staff in the Computer Forensic Unit.**

The Alexandria Police Department currently has one civilian Computer Forensic Examiner and this person is the only one in the City of Alexandria with the knowledge, skills, certifications, and ability to successfully collect and analyze electronic evidence from various computer devices. The role of Computer Forensic Examiner has increased greatly over the past decade as electronic evidence has grown exponentially with the proliferation of electronic devices. Electronic media seized as a result of criminal investigations must be examined for a vast majority of cases assigned to the Criminal Investigations Division.

The analysis of electronic evidence recovered from devices such as computers, cellular telephones, tablets, GPS devices, thumb drives, and external hard drives is time intensive and must be handled by an examiner with extensive training. The evidence is vital to prosecutors and expected by jurors.

In 2015, our Computer Forensic Detail worked on 54 different cases which included 123 pieces of electronic media for a total of 41.1 TB of data imaged and analyzed. In 2016, our Computer Forensic Detail worked 53 cases which included 120 pieces of electronic media for a total of
29.9 TB of data imaged and analyzed. There is currently a backlog of eleven cases. An additional Computer Forensic Examiner position will reduce the chance of backlogs from occurring and allow for more cases to be completed. The constant growth of digital media and electronic storage capacity must be met with additional staff.

The level of expertise, training and certifications needed for this position requires a career professional. The addition of a civilian employee will expand capacity to collect digital evidence and ensure a succession plan that will fulfill our investigative responsibility.

**Strategy: Increase operational capacity in the Vice/Narcotics Section.**
The current Vice/Narcotics Section staffing is insufficient to meet their investigative and operational responsibilities. The 2016 International Association of Chiefs of Police (IACP) staffing analysis indicated that based on their observations the section is unable to fulfill its mission.

Due to budget cuts over the past several years, three detective positions were eliminated from this section and an entire unit was eliminated in the police department due to reorganization. The unit that was eliminated was a resource that was used by the section on a regular basis for investigative and operational functions. The section now relies on another unit in the department to meet operational requirements; usually through the use of overtime. This is not ideal as it uses overtime to staff operations and the skill set of the officers is not specific to vice/narcotic criminal investigations. This unit is typically used for high risk search warrants or other investigations that require significant safety measures. It also restricts the timing of when operations can be conducted as the unit’s responsibilities are non-investigative in nature.

The section requires a minimum increase of three detectives to fulfill investigative and operational capabilities. This would allocate eight detectives to specifically work investigations in the City which will increase the number of cases assigned and also enable improved operational security. The section would also be less reliant on another unit to conduct investigative operations as needed to further a case. This request will be developed and submitted for discussion in preparation of the FY 2019 budget.

**Objective 1.6 Safety of Key Populations**

**Strategy: Participation in a multi-disciplinary approach to the heroin/opioid epidemic.**
The police department participates in the City’s Opioid Workgroup that was formed in early 2016. This group is comprised of eight different departments. The purpose of the workgroup is to discuss policies and develop action items in response to the growing heroin and opioid epidemic.

The police department response in regards to drug overdoses was changed as a result of this multi-disciplinary approach. As overdoses increased, our response changed as a result of the discussions arising from the workgroup. Overdoses are now investigated by vice/narcotics
detectives as they occur in contrast to assigning the case as a follow up investigation or not assigning it at all. This change led to significant criminal intelligence that ultimately resulted in the arrest of numerous drug dealers after a year-long investigation.

The strategy of focusing on the supply instead of the user is not necessarily a new strategy; however, how we engage those that use drugs is evolving. Through the workgroup, a new services card was developed in collaboration with the Department of Community and Human Services and is now given to persons that overdose on drugs. This is an example of how law enforcement can increase referrals and services in an effort to stop the demand for drugs. The number of responses to overdose cases and referrals is being developed as a measurement to try and determine outcomes in relation to services being provided by other departments.

The workgroup has also met with High Intensity Drug Trafficking Area (HIDTA) representatives to learn about an app being piloted by emergency medical services and police around the country as a means of tracking opiate overdoses. This app would enable staff to review overdoses in and around the region in real time so that an effective response can be formulated in partnership with other City agencies. There is a tentative plan to acquire and use this app in 2017.

**Strategy: Enhance Gang Prevention Community Task Force participation.**
Detectives in the Criminal Investigation Division actively work with the Northern Virginia Gang Task Force and the FBI Safe Streets Gang Unit. Staff also participates in Alexandria’s Gang Prevention Community Task Force. These associations will enable us to increase our engagement in intervention and prevention programs.

One of the partners available to detectives for referral is the Northern Virginia Family Services (NVFS). They have an Intervention, Prevention and Education (IPE) program that is aimed at reducing youth violence and counteracting the appeal of gang membership in Northern Virginia. The target group for this program is language and ethnic minority children ages 10 to 21. The IPE program helps youth who are vulnerable to recruitment by gangs develop the skills to resist joining and their parents and community members to provide the necessary support and structure. Detectives will increase the number of referrals to the IPE Program by having the program director conduct training to staff so that youth who are at risk of gang involvement are identified and referred to the IPE program.

**Goal 2: Development of Staff**

**Objective 2.1 Train staff on investigative techniques and procedures.**

**Strategy: Mentorship program.**
Staff will implement a structured mentoring program between the Criminal Investigations Division and Patrol Divisions. The program will help facilitate the development of an officers investigate skills through a mentor/mentee relationship.
Successful mentoring programs have a large number of benefits, not only to the employees, but also to the organization. Police officers are offered a greater understanding of the skills and expectations investigations and will also experience future career goals that are available to them. This will also have the benefit of developing relationships and improving morale. A successful mentoring program in our department will deliver increased employee retention, increased job satisfaction and opportunity for professional development.

**Strategy: Identify staple investigative courses for staff newly assigned to the IB.**

The preparation for becoming a detective starts with the officer’s ability to develop, learn and hone their investigative skills through investigations they encounter during the course of their duties. Once an officer transfers into the Investigations Bureau, it is our responsibility to ensure they obtain further training and experience through mentoring, internal training and formal classroom training. To achieve this, basic and advance training courses have been identified to provide new detectives with the investigative knowledge and skills to be successful.

Appendix: A is a list of identified training courses that we have identified to develop and improve the skill sets of our staff. This list is evolving and will continue to reflect the needs of the bureau and the individual detective assignments. This training plan will also be coordinated in conjunction with the Investigations Bureau training budget to maximize the type and amount of training available to our staff.

**Objective 2.2 Provide staff with ongoing certifications and training.**

**Strategy: Identify association memberships and training.**

The Criminal Investigations Section holds memberships in several professional associations such as the High Technology Crime Investigators Association (HTCIA), the Virginia Polygraph Association (VPA), and the Virginia Homicide Investigators Association (VHIA). The associations provide a group of dedicated detectives to establish forums, training and partnerships among criminal justice professionals within the Commonwealth of Virginia and nationally relating to major case investigations. These forums enable staff to discuss and exchange information related to major case management and operational strategies, as well as the latest advancements in forensic science and laboratory technologies.

The associations provide training in the form of seminars, conferences, and instructional courses for detectives, investigators, crime scene personnel, and other criminal justice personnel involved in major investigations. For example, the VHIA offers training and seminars related to death/homicide investigations to include interviews and interrogations, initial response to homicide scenes, crime scene investigations/forensics, and many other homicide related courses.

The association memberships also provides staff the ability to keep up with changes in technology, law and other law enforcement activities relevant to their ongoing responsibilities. The Investigations Bureau is establishing a list of associations and memberships already obtained to ensure that we are developing staff and taking full advantage of what the association memberships’ offer.
Objective 2.3 Develop specialized expertise.

Strategy: Cross training of detectives.

The Investigations Bureau is comprised of sections that each has their own specialties. This assists in developing expertise and experience in a particular type of investigation but can also limit the amount of resources available for that investigation. Detectives manage their own case load and often request assistance from colleagues when needed. Most often the assistance is supported from someone within the same specialty limiting opportunity for others.

Staff are developing a cross training program that will allow detectives to gain experience and training in other investigative specialties. This will enhance our ability to respond effectively to different types of crimes and also fill vacancies across different disciplines when needed. Cross training will increase capacity in our ability to respond to and assign serious criminal investigations without changing the necessity of having specialists within the bureau.

Objective 2.4 Develop staff resiliency.

Strategy: Development of a Safeguarding program.

A Safeguarding program will provide staff with the support needed for their mental well-being after being exposed to traumatic images and cases. The program uses an external certified counselor who will conduct individual counseling sessions with identified employees.

Individual sessions are typically forty-five minutes in length and will assist specific staff members in applying the information learned in the educational presentation to their own work and life experience. Staff will have the opportunity to discuss the stress of personal and professional issues and will then be provided with tools to help mitigate that stress. Staff will also be encouraged to adopt activities into their lifestyle to increase their resiliency to traumatic response. If warranted, additional mental health support may be encouraged or provided. These sessions are confidential, with the exception of a staff member threatening to harm themselves or others.

This program will be coordinated through the Administrative Services Bureau.

Strategy: Continued participation in the Multi-Disciplinary Team’s annual resiliency training.

The members of the Multidisciplinary Team participate in annual resiliency training. For example, this past November a nationally known speaker provided an interactive workshop aimed at helping team members find some balance and maintain a sense of joy, humor, and hope in their personal lives despite the often difficult work that they do in their professional lives. Additionally, several workshops and books related to Vicarious Trauma are made available to each of the detectives throughout the year. The detectives of the Special Victims Unit will continue their participation in resiliency.

This training program will be coordinated through the Administrative Services Bureau.
Goal 3: Collaboration and Coordination

Objective 3.1 Provide investigative notifications.

Strategy: Notifications and presentations to police staff.
Most criminal investigations begin with patrol officers initiating a preliminary investigation. The investigations are then resolved, followed up by the patrol officer or sent to the Criminal Investigations Division (CID) for follow up by a detective. Serious criminal cases may start off as a joint preliminary investigation but are then assigned to a detective.

After a preliminary investigation is conducted by patrol officer they may not learn about the results of the follow up investigation. Occasionally this occurs through the initiative of the officer contacting a detective or vice-versa. There is great value in sharing the information about a case that is resolved with the initiating officer or in serious cases with multiple staff. For example, after the Severance murder trial, supervisors presented a review of the investigation for anyone that wanted to attend.

The CID is developing a notification form that will enable detectives to easily inform officers of the outcome of their assigned cases. The form will also invite the officer to contact them if they wish to learn more about the details of the case or any of the investigate techniques used to close the case. This notification will improve the communication between staff and provide officers with the opportunity to improve their investigative skill and knowledge. Every case that originates from patrol and assigned to CID will conclude with a notification to the originating officer.

Objective 3.2 Strengthen regional law enforcement and federal partnerships.

Strategy – Commander and supervisors to visit off-site task force offices.
Taskforce officers participate in joint investigative efforts with regional partners. Office space for these taskforces is located around the region and the taskforce officers generally report to a taskforce supervisor. Supervisors from the Investigations Bureau, who oversee a taskforce, will regularly meet and visit with the taskforce supervisor to develop a relationship and further the partnership with that organization.

Strategy: Host regional meetings.
There are a number of meetings that staff attend throughout the region related to criminal investigation. To further our relationship with regional partners, staff will host or develop meetings that are mutually beneficial to our mission. By hosting events here at the police department, we can have more attendance by police staff beyond the assigned detectives.
Objective 3.3 Development of investigative abilities within the Field Operations Bureau.

Strategy: Assist with the training of police officers to increase their knowledge of investigative techniques and procedures.

The foundation of a police investigation begins with a thorough, complete and accurate preliminary investigation. Most investigations start with a patrol officer and are then assigned to a detective. All police officers can benefit from new and ongoing training related to investigate techniques and procedures. This type of training can lead to better preliminary investigations, follow up investigations and ultimately more case closures.

Detectives and investigators will assist in new officer training at police headquarters. The training will increase their understanding of solvability factors, expectations of a preliminary investigation and why these are an important part of closing a case. They will also learn about the capabilities within the investigation bureau and what they can expect from the detectives or investigators as they arrive on a crime scene.

Patrol officers as well as POB sergeants will receive training regarding Miranda, interviewing victims, witnesses and suspects, neighborhood canvasses, follow up investigation requirements and solvability factors. Educating patrol officers and sergeants in these areas will improve their ability to obtain and document information revealed during interviews with victims, witnesses and suspects and to complete thorough investigations. Attendance at patrol roll call will allow for the distribution of information about investigations and to answer questions regarding operational or investigative issues or concerns. It will also provide the opportunity for detectives to report back on the outcome of certain investigations that patrol officers initiated. These interactions will help foster cooperation through understanding and familiarity.

Strategy: Use temporary transfers to enhance officer investigative experience.

The investigative abilities of patrol officers can also be enhanced by temporary transfers to various sections within the Investigations Bureau. These temporary transfers will be for no more than 90 days in length and only if Field Operations Bureau staffing is sufficient. These temporary transfers increase investigative experience that will benefit patrol and the overall quality of investigations in the department.

Objective 3.4 Review formal Cooperative agreements.

Strategy: Review and evaluate the formal agreements and Memorandums of Understanding (MOU) that the Criminal Investigations Division maintains with local, state and federal partners to assist in our mission.

Sections within the Criminal Investigations Division maintain written partnerships and MOU’s with various local, state and federal law enforcement agencies and various social service agencies to assist and share information in the investigation of criminal cases. The Alexandria Police Department evaluates these agreements and partnerships to ensure that the goals and strategies are still meeting the described mission and if necessary modify the agreement.
These written agreements can be specific or broad in nature and typically have a specific duration. The agreements are either renewed annually or until rescinded. Often times the agreements are reviewed upon the request of the partnering agency. To better facilitate the review and track current agreements, staff in the investigations bureau is cataloguing all of the agreements and MOU’s that pertain to the Investigations Bureau. A schedule will then be developed to facilitate the systematic review of these agreements and ensure that the police department expectations and those of our partners are being met.

**Goal 4: Community Engagement**

**Objective 4.1 Connect with youth.**

**Strategy: Partner with Alexandria Libraries.**
In April and May of 2017, members of the Criminal Investigations Division (CID) partnered with the Alexandria Public Library for a program called All Alexandria Reads. Library staff chooses a book and then encourages the community to read the selection and learn more through engaging programs. The title selection was *Priceless: How I Went Undercover to Rescue the World's Stolen Treasures*. The book is by a former FBI agent about his experience recovering art and antiquities. In order to support the program, the Crime Scene Investigations (CSI) section hosted two adult educational sessions about how the police use forensic science in investigations. CSI investigators also hosted a program for children about how science is used by the police. These three programs were held at the Beatley Central Library and Burke Branch Library. In addition to these programs, detectives read companion books for the program at eight separate children’s story times. These story time programs were conducted at all four library branches. The program manager for Beatley Central Library stated that the program was a success and the CID will continue with these programs.

**Objective 4.2: Inform public of specific investigations.**

**Strategy: Identify specific investigations for public information.**
The Public Information and Media Relations unit (PIO) distributes investigative information and crime notifications on a regular basis. These are usually the more serious types of investigations or critical incidents that are occurring in real time. Occasionally, crime prevention information will be distributed in regards to a crime trend or for community awareness at the request of the Field Operations Bureau. Crime prevention is a key aspect to preventing crime and the Investigations Bureau should assist with this effort. Sections within the Criminal Investigations Division are seeking to increase their use of the PIO to try and develop investigative leads and to also inform the public on crime prevention efforts related to a specific crime trend or type. This strategy will assist with the near repeat phenomenon mentioned earlier, help prevent crime and allow the community to connect with another bureau in the police department.
## Implementation Plan

The implementation outlines the strategies that will be used to obtain each goal. This plan provides the assignment by section. Appendix B provides the specific name of the person that will be responsible for coordinating or accomplishing each of the strategies presented.

<table>
<thead>
<tr>
<th>Specific Objective</th>
<th>Description</th>
<th>Assignment</th>
<th>Targeted Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1: Effective Management</strong></td>
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<tr>
<td>1.1 Increase the number of cases</td>
<td>Monitor case assignments and closures</td>
<td>IB Commanders</td>
<td>On-going. Evaluate annually.</td>
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<tr>
<td>assigned.</td>
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<tr>
<td>1.2 Expand the use of technology.</td>
<td>Acquire the Leica 3D Mapping System and train staff.</td>
<td>CSI Commander</td>
<td>October 1, 2017</td>
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<tr>
<td></td>
<td>Evaluate and test facial recognition technology.</td>
<td>CSI Commander</td>
<td>Ongoing.</td>
</tr>
<tr>
<td></td>
<td>Upgrade technology.</td>
<td>V/N Commander</td>
<td>July 1, 2018</td>
</tr>
<tr>
<td></td>
<td>Increase the use of the Full Spectrum Image System.</td>
<td>CSI Commander</td>
<td>Ongoing.</td>
</tr>
<tr>
<td>1.3 Use research based crime</td>
<td>Develop a “near repeat” policy and program to prevent crime.</td>
<td>CIS Property Section</td>
<td>October 1, 2017</td>
</tr>
<tr>
<td>prevention techniques.</td>
<td></td>
<td>Commander</td>
<td></td>
</tr>
<tr>
<td>1.4 Implementation of an independent budget plan.</td>
<td>Evaluate the use of discretionary overtime.</td>
<td>All IB Commanders</td>
<td>Ongoing.</td>
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<tr>
<td></td>
<td>Creating budgetary authority for individual supervisors and commanders.</td>
<td>IB Deputy Chief</td>
<td>September 1, 2017</td>
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<tr>
<td>1.5 Increase Investigative Capacity</td>
<td>Development of a Domestic Violence Unit.</td>
<td>CIS Section Commander</td>
<td>November 1, 2017</td>
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<td>and Expertise.</td>
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<td></td>
<td>Develop Youth Services Coordinator Role.</td>
<td>CIS Section Commander</td>
<td>September 1, 2017</td>
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<td></td>
<td>Increase the number of staff in the Computer Forensic Unit.</td>
<td>CID Commander</td>
<td>FY2019</td>
</tr>
<tr>
<td></td>
<td>Increase operational capacity in the Vice/Narcotics Section.</td>
<td>CID Commander</td>
<td>FY2019</td>
</tr>
<tr>
<td>1.6 Safety of Key Populations.</td>
<td>Participation in a multi-disciplinary approach to the heroin/opioid epidemic.</td>
<td>IB Commanders</td>
<td>Ongoing.</td>
</tr>
<tr>
<td></td>
<td>Enhance Gang Prevention Community Task Force participation.</td>
<td>CIS Section Commander</td>
<td>December 1, 2017</td>
</tr>
<tr>
<td><strong>Goal 2: Development of Staff</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 Train staff on investigative</td>
<td>Mentorship program.</td>
<td>CIS Section Commanders</td>
<td>February 1, 2018</td>
</tr>
<tr>
<td>techniques and procedures.</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Identify staple investigative courses for</td>
<td>IB Commanders</td>
<td>Ongoing.</td>
</tr>
<tr>
<td>Goal 2: Staffing and Training</td>
<td>2.2 Provide staff with ongoing certifications and training.</td>
<td>Identify association memberships and training.</td>
<td>IB Commanders</td>
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<tr>
<td>2.3 Develop specialized expertise.</td>
<td>Cross training of detectives.</td>
<td>IB Commanders</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2.4 Develop staff resiliency.</td>
<td>Cross training of detectives.</td>
<td>IB Commanders</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

**Goal 3: Collaboration and Coordination**

<table>
<thead>
<tr>
<th>3.1 Provide investigative notifications.</th>
<th>Notifications and presentations to police staff.</th>
<th>IB Staff</th>
<th>October 1, 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2 Strengthen regional law enforcement and federal partnerships.</td>
<td>Commander and supervisors to visit off-site task force offices.</td>
<td>IB Commanders</td>
<td>December 1, 2017</td>
</tr>
<tr>
<td>3.3 Development of investigative abilities within the Field Operations Bureau.</td>
<td>Assist with the training of police officers to increase their knowledge of investigative techniques and procedures.</td>
<td>IB Commanders</td>
<td>Ongoing.</td>
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<tr>
<td>3.4 Review formal Cooperative agreements.</td>
<td>Review and evaluate the formal agreements and Memorandums of Understanding (MOU) that the Criminal Investigations Division maintains with local, state and federal partners to assist in our mission.</td>
<td>IB Commanders</td>
<td>June 1, 2018</td>
</tr>
</tbody>
</table>

**Goal 4: Community Engagement**

<table>
<thead>
<tr>
<th>4.1 Connect with youth.</th>
<th>Partner with Alexandria Libraries.</th>
<th>CID Captain</th>
<th>Ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2 Inform public of specific investigations.</td>
<td>Identify specific investigations for public information.</td>
<td>IB Commanders</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
### Fiscal Plan – FY 2018

#### Overtime
Each section has an authorized monthly amount for overtime, which will be managed by the section commander in coordination with the division commander. The amount is based on the yearly funding for each of the sections. Each section commander is expected to actively manage the overtime funds to ensure that overtime is primarily used for operational purposes.

Overtime will be tied to a specific investigation and overtime slips will contain more detailed information so staff can better evaluate the use of overtime. The use of the signature blocks for supervisor authorizing the overtime and immediate supervisor will enable a higher accountability to the use of overtime as each sergeant will be aware of their personnel’s overtime use.

The following are the FY2018 budgeted amounts for each section:

- **Criminal Investigations Sections** - $231,455.00 ($19,287.00 per/mo.)
- **Vice/Narcotics Section** - $111,275.00 ($9,272.00 per/mo.)
- **Crime Scene Investigations Section** - $56,000.00 ($4,666.00 per/mo.)

#### Purchases
Alexandria police policy allows the deputy chief to establish delegated approval limits to their account administrators. The Criminal Investigations Division Commander has been given delegated authority to approve purchases within his division; up to a specified amount set by the deputy chief.

#### Training and Travel
The training and travel budgets are being reviewed. A difference in the sub-object titles across sections was discovered and is being reviewed. The titles will need to change to enable consistency across each section and to more accurately account for the monies under each sub-object.

Working with the fiscal officer, the amounts for training and travel are being evaluated to ensure the needs of each section are properly budgeted. The travel and training plan is located in Appendix A.

### Fiscal Plan – FY 2019

#### Increased Staffing
As indicated already there is a need to increase staffing in the Vice/Narcotics Section and the Computer Forensic Unit. Commanders for the Investigations Bureau are working with Fiscal Management in developing memorandums for use during the FY-19 budget development.
The estimated cost for three positions in the Vice/Narcotics Section is $345,000 and the estimated cost for an additional Computer Forensics Examiner is $113,139.

**Training Budget**
The review of the FY 18 training budget revealed some disparity in the amounts allocated for each section. The review will include recommendations for an increase or reallocation of funds within the Investigations Bureau to better meet the needs of staff.

**Safeguarding**
A Safeguarding program will provide staff with the support needed for their mental well-being after being exposed to traumatic images and cases. The program uses an external certified counselor who will conduct individual counseling sessions with identified employees.

The estimated yearly cost for this service is $3,800.

**Equipment**
The Vice/Narcotics Section surveillance van needs to be replaced. The current van has analogue equipment and does not meet the operational needs of the section. The technology in the section has been upgraded over the years and the van’s technology no longer interfaces with the other technological assets.

The estimated cost to replace the van is $170,000.