

OPERATIONS SUPPORT BUREAU



Strategic Plan

OPERATIONS SUPPORT BUREAU

The Alexandria Police Department Operations Support Bureau (OSB) supports each of the other bureaus through effective deployment of specially trained units like School Resource, Threat Management, and Parking Enforcement, as well as specialized skill ancillary functions like Special Operations Team (SOT), Hostage Negotiation Team (HNT), and Honor Guard. OSB has overall responsibility for the Police Department's Incident Command System (ICS) and ensures we are National Incident Management System (NIMS) compliant.

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Operations Support Bureau

OVERVIEW

The Operations Support Bureau is often described as the “kitchen gadget drawer” of the Police Department due to the apparent dissimilarities of all of the functions. The varied functions are specialties with critical roles in ensuring a Safe, Secure, and Just Community, and all are not natural extensions of the other bureaus, but are key supporting elements to the other bureaus in accomplishing their missions. Also unique to OSB is the oversight and command of nearly all critical ancillary functions.

The Operations Support Bureau is responsible for fiscal management of a \$6,971,671 budget, covering 57 full-time positions (FTEs) and 26 part-time positions (PTEs). The FTEs include 2 Captains, 1 Lieutenant, 5 Sergeants, 14 Officers/Detectives, 3 Civilian Supervisors, 29 Parking Enforcement Officers, 2 Special Police Officers, and 1 Administrative Assistant. All of the 26 PTEs are School Crossing Guards. The five major ancillary teams are made up of 140 positions serving the teams part-time, ranging from officers/detectives to commanders.

Operational Planning & Research

DESCRIPTION

Operational Planning and Research (OPR) is a newly-developed function within the Operations Support Bureau. OPR will seek to coordinate long-term strategic planning as well as research and analysis of various police functions, including garnering assistance from public and private research entities. OPR will provide primary support to Executive Management in a number of areas, including research projects, legislation review, and response to inquiries received from internal and external sources. OPR is intended to assist the Chief and various bureaus/divisions determine policies and guidelines for police activities and operations in the department. OPR may also review the function, mission, staffing, and allocation of resources to the various divisions, sections, or units of the department.

STRATEGIC PLAN

FY2018 Bureau Goals

FISCALLY RESPONSIBLE AND RESPONSIVE MANAGEMENT

With direct fiscal oversight of a nearly \$7 million budget, all parts of OSB will plan for major purchases in support of critical programs by the end of the first quarter of the fiscal year (FY2018, Q1). This is so that at the agency level, we are not left scrambling to fund priority purchases at the end of the year.

STRENGTHEN INCIDENT COMMAND SYSTEM READINESS

As an agency, we need to become more fluent in ICS through exercises, training, and liaising with AFD to gain comfort and experience. OSB will identify training opportunities and seek to convert existing plans and policies into ICS/NIMS-compliant versions.

EVALUATE WORKLOADS AND ORGANIZATIONAL POSITIONS

In response to the IACP study, a deliberate look at how parts of OSB are positioned relative to shared and common missions in other parts of this agency must be undertaken.

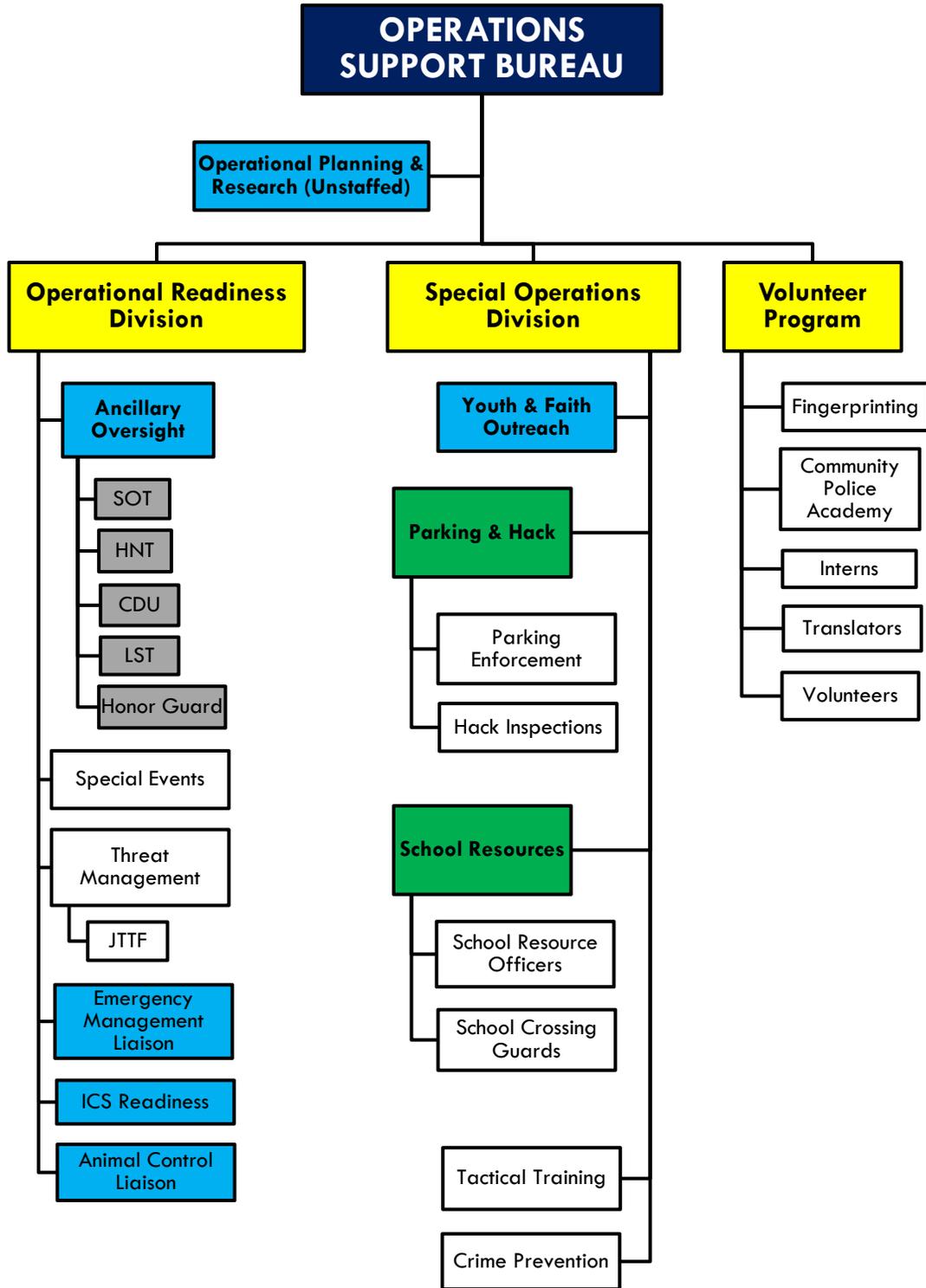
INTEGRATE OSB UNITS INTO STRATEGIC (S.A.F.E.) PROCESS

OSB units will regularly provide input and messaging into, as well as draw strategic support mission priorities from the updated strategic process.

INCREASE INTER-DEPARTMENTAL COOPERATION

OSB should look for opportunities to support other agencies, community groups, and non-governmental organizations within Alexandria and the region.

OPERATIONS SUPPORT BUREAU ORGANIZATION CHART



OPERATIONAL READINESS DIVISION



Strategic Plan

OPERATIONS SUPPORT BUREAU

The Alexandria Police Department Operational Readiness Division (ORD) is comprised of the Threat Management Unit and Special Events Coordinator, as well as critical functions like Emergency Management Liaison, Incident Command System (ICS) readiness, and oversight of the major ancillary resources (Special Operations Team, Hostage Negotiations Team, Civil Disturbance Unit, Logistics Support Team, and Honor Guard). ORD also provides guidance and liaison to the Animal Control Unit of the City's Animal Shelter.

Operational Readiness Division

OVERVIEW

The Operational Readiness Division (ORD) provides unique skills, tactics, and asset-based assistance, primarily to the patrol and investigative branches of this agency, in support of planned and unplanned events and emergencies. The overarching theme of this Division is Preparedness. Significantly, the Operational Readiness Division covers a wide swath of differing law enforcement functions both full-time and part-time, connected by the requirement for specialized training and experience. This division must exercise critical judgment regarding a broad spectrum of policies, training, fiscal oversight, program management, long-term asset purchases, and community outreach.

The full-time units within ORD are the Threat Management Unit (TMU) and the Special Events Coordinator. This division is also responsible for the readiness and operation of the majority of the agency's critical ancillary functions and acts as liaison to the Alexandria Office of Emergency Management. These ancillary functions consist of the Special Operations Team (SOT), Hostage Negotiation Team (HNT), Civil Disturbance Unit (CDU), Logistics Support Team (LST), Honor Guard (HG), and Incident Command System (ICS) resources. In addition, the division provides oversight and guidance to the Animal Control enforcement aspects of the City's Animal Shelter contract managed by the General Services Department.

The ancillary functions have critical missions in response to planned events and unplanned tactical and environmental crises (such as hostage barricades, protest/counter-protest incidents, and hurricane/blizzard response). Each ancillary team is made up of full-time members from every bureau, causing significant challenges for scheduling training. There are 140 departmental employees serving as members of the various ORD-supervised ancillary functions in total.

EMERGENCY PREPAREDNESS GOALS & OBJECTIVES

GOAL: Ensure agency emergency preparedness and effective response to planned and spontaneous events and incidents.

ANCILLARY UNIT GOALS & OBJECTIVES (ALL TEAMS)

GOAL: Ensure the Ancillary Teams are well-trained to meet any expected mission.

GOAL: Ensure the Ancillary Teams are well-equipped to meet any expected mission.

GOAL: Ensure the Ancillary Teams are staffed to meet any expected mission.

GOAL: Develop Ancillary Team leadership.

OPERATIONAL READINESS DIVISION

Threat Management Unit

DESCRIPTION

The Threat Management Unit (TMU) has the primary role of developing, analyzing, and distributing intelligence information for this agency related to domestic/international terrorism, civil unrest/protests, and public security. TMU will assess potential targets of opportunity, both infrastructure and persons of importance, existing in or visiting the City of Alexandria. In addition, TMU will consult with other City agencies on matters that relate to the security of the City. The Threat Management Unit will perform its function in areas related to special events and potential local or area-wide domestic unrest. TMU will maintain liaison contacts with other local, state, and federal intelligence units.

Special Events Coordinator

DESCRIPTION

The Special Events Coordinator provides coordination, planning, and coverage for special details, such as parades, festivals, foot races, and other large public gatherings. The Special Events Coordinator works closely with the department's specialized units so that events may be properly evaluated for logistical and safety concerns. The SE Coordinator is also personally responsible for payroll/payment of events, to include reimbursement from outside agencies/vendors. All City-based events (occurring in or requiring permits by) that require APD approval are handled by this position.

The primary duties and responsibilities include, but are not limited to, the coordination of police staffing at all City-approved special events, regional events, known spontaneous or recurring events that are not run by any particular group (like Lee Street Halloween), and co-review of planned/unplanned demonstration responses with ORD and TMU. There are now 48 significant special events requiring police involvement occurring annually in the City, of which 10 are so large as to require a substantial ICS-structured deployment and involve large numbers of officers and strong EMS support. To accomplish this, the Special Events Coordinator must coordinate these events with other City agencies, event organizers, and other law enforcement agencies in the region. Similarly, the SE Coordinator is the primary point of contact for APD's response to other jurisdictions' special events like Inauguration and 4th of July (working with MPDC and USPP).

GOALS & OBJECTIVES

GOAL: Ensure ICS-compliant approach to Special Events

Animal Control Liaison

DESCRIPTION

The Operational Readiness Division provides limited oversight and guidance to the City's Animal Shelter only in the specific area of Animal Control enforcement as specified by contract. The primary oversight for the Animal Shelter is by General Services.

Operational Readiness Division staff work cooperatively with the Animal Welfare League of Alexandria (AWLA) to ensure the proper service response to animal emergencies, investigations, and prosecution of criminal offenses involving animals. The AWLA employs sworn Animal Control Officers (ACOs) and nonsworn Emergency Service Technicians (ESTs) who are trained to handle animal incidents and emergencies.

OPERATIONAL READINESS DIVISION ANCILLARY FUNCTIONS

Special Operations Team

DESCRIPTION

The Special Operations Team (SOT) is an ancillary function staffed by personnel from other organizational entities. Membership is determined through a competitive vetting process and physical fitness standards are mandated. SOT responds to hostage/barricade situations and serves high-risk search warrants, as well as provides tactical support for planned events like parades and Police Week. Oversight for this function is managed by the Operations Support Bureau. The team is supported by K9 and the Technical Services Unit, comprised of the Robot Team and Tactical Operations Center staff.

On average, SOT is deployed 35 times a year. The deployments mainly consist of high risk arrest and search warrant service. The SOT is on call 24 hours a day and splits planned warrants or events up amongst team members. The SOT provides security coverage at large special events like parades and activities where large amounts of people will gather.

Hostage Negotiations Team

DESCRIPTION

The Hostage Negotiations Team (HNT) is an ancillary function staffed by personnel from other organizational entities. Membership is determined through a competitive vetting process. When deployed, HNT's mission is to establish and maintain communication with person(s) involved in a hostage/barricade situation with the goal of bringing the situation to a peaceful conclusion. Oversight for this function is managed by the Operations Support Bureau.

Civil Disturbance Unit

DESCRIPTION

The Civil Disturbance Unit (CDU) is an ancillary function staffed by police officers specifically trained in tactics to prevent, contain, or neutralize civil disobedience. This is the sole ancillary unit where membership is mandated through drafts due to low interest in voluntary membership. The primary goal of this unit is to disperse the crowd and restore order, while utilizing appropriate levels of force. The secondary goal is the physical arrest of obvious civil disturbance leaders and participants. Oversight for this function is managed by the Operations Support Bureau.

Logistics Support Team

DESCRIPTION

The Logistics Support Team (LST) is an ICS-based ancillary function staffed by police sergeants from a variety of assignments within the department. LST is responsible for providing a variety of resources during ICS situations. Oversight for this function is managed by the Operational Readiness Division Commander.

The purpose of the Logistics Support Team is to support both planned events and emergency incidents with the Mobile Command Center and trained support personnel. The LST establishes and maintains a command post and staffs key ICS positions as requested in support of a police or fire response.

Honor Guard

DESCRIPTION

Honor Guard (HG) is an ancillary function staffed by police officers from a variety of assignments within the department. It provides formal color teams for funerals and other special events and functions. Honor Guard portrays a high-visibility professional image at 40 or more events last year, with increasing requests to support City ceremonial and private honorary (e.g., funeral) events. The Honor Guard typically sends between 4 and 6 members to ceremonial events. Events typically last between one and four hours, but some (like Police Week) are very long-duration (over 8 hours per shift).

SPECIAL OPERATIONS DIVISION



Strategic Plan

OPERATIONS SUPPORT BUREAU

The Alexandria Police Department's Special Operations Division (SOD) is comprised of many specialized support functions: Parking Enforcement Section, Hack Unit, School Resource Unit, School Crossing Guard Unit, Tactical Training Unit, and Crime Prevention Unit. Additionally, SOD is responsible for the Agency's Youth Outreach Program and Faith-Based Outreach Program.

Special Operations Division

OVERVIEW

The Special Operations Division (SOD) is comprised of the Parking Enforcement Section, Hack Inspection Unit, School Resource Unit, School Crossing Guard Unit, Tactical Training Unit, and Crime Prevention Unit. Headed by a captain, this division is also responsible for the agency's Youth Outreach and Faith-Based Outreach programs. SOD is made up of 72 personnel (52 FTEs and 26 PTEs) performs a variety of special functions in furtherance of the department's varied missions.

Significantly, Special Operations Division covers a wide swath of differing law enforcement functions both full-time and part-time, connected by the requirement for specialized training and experience. This division must exercise critical judgment regarding a broad spectrum of policies, training, fiscal oversight, program management, long-term asset purchases, and community outreach.

SPECIAL OPERATIONS DIVISION PROGRAMS

Youth Outreach Coordination

DESCRIPTION

The youth outreach program shall be focused on engaging with youth in our community through enrichment programs like the Police Youth Academy and the Police Youth Camp, school-year partnerships like with ACPS and the Department of Recreation, and clubhouse activities at the Alexandria Boys and Girls Clubs. It will serve to intentionally develop and foster relationships between police and young people as they are working, learning, and having fun together. This helps facilitate positive relationships and open lines of communication.

The Youth Outreach Coordinator is a role assigned to the Special Operations Division captain. The Youth Outreach strategy exists within the formal structure of Operations Support and as a key function of our Volunteer Program. As such, it will contribute to the development of the local youth and overall youth outreach strategy for both the police department and the city. Youth Outreach will form partnerships with youth servicing agencies within the City of Alexandria and surrounding jurisdictions in order to understand the youth demographic and ensure its diversity is appropriately reflected in the marketing strategy of this program. This coordination of efforts and awareness will collaboratively develop a peer-support component to service delivery and establish a pipeline for continued youth involvement.

STRATEGIES & OUTCOMES

- Provide youth with exposure to people and career paths so the students can learn about the many career choices available.
- Provide youth with access to mentors, role models, and internships that can provide a springboard for future career choices.
- Provide youth with the opportunity to gain the tools to become successful adults.
- Provide mentoring, coaching and leadership development experiences for youth.
- Engage the business community to support youth outreach efforts.
- Increase the number of partnerships between businesses and the public/private entities to create job opportunities and encourage entrepreneurship among youth, especially in sectors that might be growing.

Faith-Based Outreach Program

DESCRIPTION

The program coordinator will be responsible for building a network of faith-based organizations working collaboratively with the Police Department to improve the quality of life within its faith community, the communities they serve and support, and their surrounding neighborhoods. This will include helping faith-based organizations build their capacity and leadership to meet community needs, particularly related to crisis situations and racial and ethnic relations.

The Faith-Based Outreach Coordinator role is formally assigned to the Special Operations Division captain. The program is responsible for coordinating and conducting trainings for faith-based organizations located within the city, and establishing and maintaining ongoing working partnerships with a variety of community partners including churches, community, civic, service organizations, and businesses. The Faith-Based Outreach Program coordinator facilitates various subcommittees and/or task forces related to its mission.

STRATEGIES & OUTCOMES

- Establishing new and maintaining existing partnerships with Faith-Based organizations.
- Create an effective two-way communication strategy between all the stakeholders.
- Increase participation of Faith-Based leaders in our Community Police Academy.
- Increase participation of Faith-Based leaders in our other community outreach initiatives.

SPECIAL OPERATIONS DIVISION

Parking Enforcement Section

DESCRIPTION

The Parking Enforcement Section is primarily responsible for enforcing parking regulations including meters, residential parking districts, City decal enforcement, disabled parking restrictions, tour bus parking restrictions, 72-hour parking complaints, and numerous other parking regulations. Parking Enforcement Officers also detect vehicles with excessive unpaid parking fines. Vehicles with excessive unpaid parking fines are immobilized with a "Boot" device or towed.

Parking Enforcement Officers, also known as PEOs, assist in police operations involving special events, major crashes, and other traffic emergencies. They also serve as School Crossing Guards as needed. Parking Enforcement Officers (PEOs) also support planned and unplanned events and incidents through traffic control and traffic flow management.

The unit is divided into 3 shifts. The dayshift works 0600 – 1430. The evening shift works from 1330 – 2200. The midnight shift works from 2030 – 0700. One civilian supervisor is assigned to the dayshift and the other civilian supervisor is assigned to the evening and midnight shift. The police sergeant oversees the operation of all three shifts.

The CY2016 workload for *Call.Click.Connect* community outreach related to parking was 1,599 inquiries in total, 577 inquiries for enforcement requests and 1,022 parking citation inquiries. Of all the various Call.Click.Connect inquiry types sent to the Alexandria Police, parking-related inquiries greatly outnumber all other types and are among the highest volume inquiry type for the City as a whole (only T&ES's overall inquiry amount is higher than Parking's).

GOALS & OBJECTIVES

GOAL: Ensure Parking Enforcement is fully and effectively staffed.

GOAL: Explore opportunities to use innovative technologies.

GOAL: Develop PEO leadership.

Hack Unit

DESCRIPTION

The primary responsibility of the Hack Inspector's Office is enforcement and regulation of Taxi companies, Taxi Drivers and Taxi Cabs operating in the City of Alexandria and at Reagan National Airport under City license.

Hack Inspectors are Special Police Officers (under DCJS rules) performing limited law enforcement functions that require the powers of arrest and the authority to carry a firearm. Hack Inspectors process taxi driver applications, test and conduct background investigations of taxi driver applicants, maintain files and records on all applicants and drivers, and issue credentials to taxi drivers. The City taxi industry supports 768 authorized taxicabs and over 1000 active drivers at any given time. The Hack Inspectors also manage and investigate complaints reported by customers.

Hack Inspectors conduct vehicle inspections on every taxicab, test and verify the accuracy of every meter installed in taxicabs, and complete the licensing process for taxicabs operating in Alexandria and under City license at Reagan National Airport. Every vehicle and meter is inspected at least once annually, and also upon complaint, repair, or upgrade. Every Hack Permit must be renewed biennially.

GOALS & OBJECTIVES

GOAL: Promote full compliance of all city regulations by all taxicab operators in the city.

GOAL: Ensure the Hack Unit is fully and effectively staffed

School Resource Unit

DESCRIPTION

The School Resource Unit (SRU) places sworn police officers into the middle schools, ninth grade center, and high school of the City of Alexandria. School Resource Officers serve as a liaison between the faculty and students of the schools and the police department. They are charged with ensuring order and safety within their designated schools.

T. C. Williams High School (TCWHS) is the only public high school in Alexandria. It has two SROs assigned to it and a current population of 2,951 students, excluding the Minnie Howard campus 9th grade center. Next school year the student population is expected to increase by 200, giving TCWHS over 3,100 students and making it one of the most populous schools in Virginia.

Minnie Howard (MH) campus (technically a satellite campus of TCWHS) is the 9th grade center for Alexandria City Public Schools. It has one SRO assigned to it and a population of 805 students. Francis Hammond Middle School (FHMS) is one of two public middle schools in Alexandria. It has one SRO assigned to it and a student population of 1,454 students. George Washington Middle School (GWMS) is the other public middle school in Alexandria. It has one SRO assigned to it and a student population of 1,335 students.

The total number of students served by the SRU is 6,545 students. SRU also covers the Summer School programs offered by ACPS.

GOALS & OBJECTIVES

GOAL: Create and support a meaningful relationship with ACPS.

GOAL: Ensure effective policing strategies to address crime at ACPS HS and MS sites.

GOAL: Support youth and community outreach efforts with ACPS students and faculty.

School Crossing Guard Unit

DESCRIPTION

School Crossing Guards (SCGs) are selectively posted at points around each of the City's 13 elementary schools to ensure the safety of children and pedestrians crossing streets as they report to and depart from school each day. These uniformed "Guardian Angels" are a familiar presence to children and parents and many in the Unit have tenures of service to the community that literally span generations. The dedicated members of the Crossing Guard Unit are primarily responsible for the posting of perfect safety records year after year in Alexandria.

A total of 27 personnel are authorized to be assigned to the School Crossing Guard Unit, all but one are part-time employees. The crossing guards, manning 26 posts simultaneously, work a split-shift during the public school year. The dayshift works 0700 – 0845. The afternoon shift works from 1330 – 1445.

GOALS & OBJECTIVES

GOAL: Ensure School Crossing Guard Unit is fully staffed.

GOAL: Ensure school children are safe reaching their schools.

Tactical Training Unit

DESCRIPTION

The Tactical Training Unit (TTU) is responsible for providing training to all sworn officers in police tactics and survival skills. TTU is responsible for managing the Department's Taser program and Defensive Tactics Team (all members of TTU are also DT and Firearms instructors). All members of TTU are also members of the Special Operations Team.

Areas of responsibility include annual use of force and weapons escalation/de-escalation training for all sworn officers, and initial force training certification of new officers during the Local Training phases twice per year. TTU handles Taser certifications and re-certifications, Monadnock Expandable Baton (MEB) certifications, and department-wide training in critical incident response, Tactical Emergency Casualty Care (TECC), Rescue Task Force (RTF), and active violent incident response scenarios.

GOALS & OBJECTIVES

GOAL: Effectively manage Taser program.

GOAL: Ensure department staff are well-trained for tactical encounters.

GOAL: Ensure TTU is effective in accomplishing its missions.

Crime Prevention Unit

DESCRIPTION

The Crime Prevention Unit coordinates the Department's efforts to minimize crime through environmental planning and design (CPTED), community relations functions, and works to reduce or eliminate crime opportunities through citizen involvement in crime resistance. The Crime Prevention Unit also coordinates the Neighborhood Watch, Business Watch, and the National Night Out programs.

This position also follows the weekly crime trends and will reach out to affected areas (such as businesses) to offer CPTED assessments as a preventative and educational measure.

GOALS & OBJECTIVES

GOAL: Ensure Crime Prevention function is effectively staffed and viable.

GOAL: Ensure National Night Out is well-attended and successful.

VOLUNTEER PROGRAM COORDINATION



Strategic Plan

OPERATIONS SUPPORT BUREAU

The Alexandria Police Department's highly successful Volunteer Program provides support to different sections within the police department so that staff can perform more tasks related to crime prevention and law enforcement activities. The program also provides opportunities for students to volunteer or earn academic credit through structured internships.

Volunteer Program

OVERVIEW

DESCRIPTION

The Volunteer Coordinator is responsible for the management of the Volunteer Program and all of the volunteer activities in the police department. This program provides support to different sections within the police department so that staff can perform more tasks related to crime prevention and law enforcement activities. The program also provides opportunities for students to volunteer or earn academic credit through structured internships. While the Volunteer Program has been extremely successful, there are opportunities to expand and grow the number of volunteers that work within the police department.

WORKLOAD

In 2016 there were forty-nine volunteers who committed approximately 5484 hours to the police department. These hours included participation in the Community Police Academy (CPA), Public Fingerprinting, Patrol Interpreter and various other administrative assistance activities. Interns regularly provide support in the Crime Analysis Unit and the Criminal Investigations Division.

RECOMMENDATIONS

- Continue successful programs like the Community Police Academy
- Develop one-day micro-CPA as outreach tool
- Expand internships and volunteer opportunities
- Develop opportunities for youth volunteers
- Promote the use of the SafeAssured Child ID program

GOAL: Ensure Volunteer Program continues.