



STRATEGIC MANAGEMENT PLAN FY 2017-2021 PERFORMANCE REVIEW

MID FY 2019 REPORT

ARLINGTON COUNTY POLICE DEPARTMENT
1425 N. Courthouse Road, Arlington, Virginia 22201



Key Performance Indicators

Key Performance Indicators (KPI's) assist an organization to define and measure progress toward organizational goals and objectives. Once an organization has analyzed its mission and defined its goals, it needs to measure progress towards those goals. KPI's provide the measurement tool.

Goals	Previous Performance	Target Range	Current Performance	Status
Transportation Safety KPI: Crash Rate: Injury and Fatality Crashes <i>*Virginia Traffic Records Electronic Data System (TREDS)</i>	CY 2017 Crashes: 2508 Injuries: 1036 Fatalities: 5 Pedestrian Injuries: 153 Pedestrian Fatalities: 2	Five (5) Year Mean (CY 2014-2018) Crashes: 2540 Injuries: 1016 Fatalities: 4 Pedestrian Injuries: 157 Pedestrian Fatalities: 1	CY 2018 Crashes: 2530 Injuries: 996 Fatalities: 2 Pedestrian Injuries: 131 Pedestrian Fatalities: 1	+/- % (Compared against the mean) Crashes: -.39% Injuries: -3.30% Fatalities: -50% Pedestrian Injuries: -17.61% Pedestrian Fatalities: 0.00%
Crime Prevention and Control KPI: Crime Rate: Violent and Property Crime <i>*2017 Annual Report</i>	CY 2017 Part I Offenses: 3240 Part II Offenses: 7438	Five (5) Year Mean (CY 2014-2018) Part I Offenses: 3431 Part II Offenses: 7258	CY 2018* Part I Offenses: 2903 Part II Offenses: 6348 <i>*CY2018 numbers are based on state reporting requirements and are preliminary. Previous year the agency used FBI reporting standards.</i>	+/- % (Compared against the mean) Part I Offenses: -15.39% Part II Offenses: -12.54%
Community Engagement KPI: Community Satisfaction: Resident Survey <i>*Arlington County Resident Satisfaction Survey</i>	CY 2017 *Survey Not Completed	Three (3) Survey Mean (CY 2012, 2015, 2018) Quality of Police Service: 86%	CY 2018 Quality of Police Service: 86%	+/- % (Compared against the mean) Quality of Police Service: 0.00%



Goal 1 – Transportation Safety

OBJECTIVES AND STRATEGIES	Target Completion Date <i>(If applicable)</i>	Results		
		Action Plan Items being Conducted (Y/N) <i>*If no, list or identify items</i>	Measures of Success Validate Action Plan (Y/N) <i>*If no, explain and adjust if necessary</i>	Executive Summary – Strategy Efforts
Objective 1: Enhance Motor Vehicle, Pedestrian and Bicycle Safety				
1: Coordinate traffic safety campaigns (SOS Commander)	Ongoing	Yes	Yes	ACPD participates in two regional COG traffic safety campaigns (Street Smart and Click It or Ticket) and as well as the annual Arlington Safe Bike Initiative (SBI) and conducted 8 pedestrian safety stings. We attend quarterly meetings with the Pedestrian and Bicycle Advisory Committees. We used this feedback specifically for coordinating communication with DES and enforcement efforts. For the first eight months of 2018 there was a 26% reduction of Bike-related accidents and a 27% reduction of pedestrian related accidents.
2: Enforcement at SOS complaint log locations (SOS and Patrol Section Commanders)	Ongoing	Yes	Yes	SOS Commander - SOS Traffic Complaint forms continue to be assigned to patrol officers for extra checks, investigation, and enforcement as needed. The forms have been added to the Inside the Blue page. Patrol Commander - Patrol section responded to 37 traffic complaints forwarded from SOS over the last year.
3: Enhance traffic analysis capabilities (SOS Commander)	Position Reclassified	No	No	This position has been reclassified to a crime analysis position and SHOULD BE REMOVED FROM THE SMP.
4: Support all critical/fatal accidents (CIS Commander)	Ongoing	Yes	Yes	In FY 2018, the CAT team investigated seven (7) critical accidents, of which there were two (2) fatalities. One was a pedestrian and the other a single vehicle accident. In each of the critical accidents, the CAT team notifies traffic engineering to obtain the traffic signal reports, if they occur at/near an intersection controlled by a traffic signal. If the critical or fatal accident involved a pedestrian, the CAT team often will work with the District Team to clarify with that civic association what the circumstances were and if there was a recommendation to re-engineer the intersection or roadway. CIS is in the process of looking at funding for a new laser measuring device to replace our outdated Total Station. UPDATE: CIS has purchased the new laser measuring device from FARO. Currently, the contract is awaiting final approval by county purchasing. Training: It was determined that the detectives assigned to investigate critical accidents were lacking advance accident training. The unit supervisor has been tasked with finding the appropriate schools to get the detectives training to a more advanced level.
Objective 2: Enhance DUI Initiatives County-wide				
1: Conduct education and awareness programs (Patrol Section Commanders)	Ongoing	Yes	Yes	Conducted one DUI checkpoint (384 vehicles stopped, 4 field sobriety tests administered, 2 DUI arrests, 3 citations issued), one Drive Sober Campaign and four holiday saturation patrols.
2: DUI enforcement/TARP, TREDs and RMS data (Patrol Section Commanders)	Ongoing	Yes	Yes	Continue to conduct regular DUI ASAP patrols. Totals = 332 DUI Arrests, 237 ASAP patrols
Objective 3: Explore Traffic Engineering Solutions				
1: Collaborate with DES and VDOT (SOS Commander)	Ongoing	Yes	Yes	SOS meets monthly with staff from DES-TEO. Attended VDOT open house event (SWAT APC and Command Bus). Worked closely with VDOT during numerous Special Events throughout the year. We are attending monthly meetings with the Shared Mobility Device working group. This working group will work closely with ACPD PIO, APS and DES during the 9-month demonstration project. Education will focus on SMD users, drivers and APS students. Updates are provided to the County Board and recommendations will be submitted at the completion of the project.
Objective 4: Replace/Maintain Transportation Safety Equipment				



Goal 1 – Transportation Safety

1: Traffic Incident Management Equipment (SOS Commander)	Ongoing	Yes	Yes	SOS staff created a schedule of replacement for TM equipment and seeks grant opportunities for new equipment. Obtaining three (3) new variable message boards through grants. Received highway traffic cones from VDOT. Received 6 truck mounted boards from VDOT.
2: Alcohol detection equipment (Patrol Section Commanders)	Ongoing	Yes	Yes	We have 134 Alco-sensors in use. Recommendation is to purchase 27 new ones each year which results in a 5-year replacement cycle (27 x 5 = 135).
3: Speed measuring devices (SOS Commander)	Ongoing	Yes	Yes	We have eight (8) traffic classifiers and have reduced the wait time for street classification to three weeks. Continue to assist DES with street classification.



Goal 2 – Crime Prevention and Control

OBJECTIVES AND STRATEGIES	Target Completion Date <i>(If applicable)</i>	Results		
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Objective 1: Enhance Criminal Investigations				
1: Social media/digital intelligence (CIS Commander)	FY2019	Yes	Yes	<p>HSS Commander – The Social Media Intelligence Investigator has been organizationally relocated under the Homeland Security Section of CID to be more aligned with the responsibilities of intelligence within the Section.</p> <p>CIS Commander comments – A JIQ was authored by CIS and approved by County HR upgrading the Warrant Units administrative position to an Admin Specialist. This position was upgraded to assist both CIS detectives and the Warrant Unit by using various social media platforms to locate suspects and wanted persons as well as assist in the day to day functions of processing warrants and extraditions.</p> <p>UPDATE: The responsibility for the detective is now housed in the HSS unit and not with CIS.</p>
2: Improve crime analysis (HSS Commander)	Yearly	Yes	Yes	Crime analysis is transitioning to the use of NIBRS for statistical reporting and developing consistent reporting criteria.
3: Expand Homeland Security (HSS Commander)	Ongoing	Yes	Yes	Added Supplemental detectives and working on training them to be able to perform needed task.
4: Crime Scene/investigative methods (CIS Commander)	Ongoing	Yes	Yes	<p>Continue to look for educational workshops and schools to enhance the skills of the investigators and Crime Scene Unit MPO's. The Crime Scene Unit has continued to work on their skills/training with one MPO recently completing the 3-month VA Forensics Academy curriculum. CIS Lieutenants continue to identify schools and training opportunities for new detectives that further their education in their respective unit's. This includes nationally recognized homicide, sexual assault, Child Protective Services and digital technology recovery conferences and workshops.</p> <p>CIS purchased a new laser which enhances the Crime Scene Units capability to capture and photograph fingerprints from crime scenes utilizing a high-resolution camera and computer.</p>
5: Regional – support criminal investigations (CIS Commanders)	Ongoing	Yes	Yes	<p>Meet quarterly with CIS COG members to discuss ongoing crimes/trends. Continue to participate in task forces along with Virginia State Police, FBI and United States Secret Service. Currently CIS participates in the following taskforces (TF); Regional FBI Violent Crimes TF, the VA State Police Internet Crimes against Children TF, the FBI Regional Child Sex Trafficking TF along with the Organized Crimes Section, Heroin Overdose TF and the United States Secret Service Fraud TF. UPDATE: The most recent meeting was on October 11th with the regional robbery meeting encompassing both local, state and federal agencies.</p> <p>CIS meets quarterly with regional managers of the retail stores, banks as well as their security managers to discuss ongoing investigations involving theft, ID theft and fraud. CIS also meets with regional managers from the apartment, condo associations and building managers to discuss burglary prevention, bike larcenies and theft from vehicle prevention and office larceny prevention.</p>
Objective 2: Deter/Detect Criminal Behavior				
1: Identify/disrupt narcotics distribution (OCS Commander)	Ongoing	Yes	Yes	OCS continues to vigorously pursue heroin in all forms as well as support those efforts in the region. In 2018 Arlington has seen cartfentanyl and fentanyl derivatives appear in other narcotics including marijuana and cocaine. While fatal overdoses in the county are down, the pattern of overall heroin incidents and non-fatal overdoses appear to be steady. OCS is also increasing its drug collection boxes with the purchase of two additional boxes to be installed in the next month or so.
2: Community based gang prevention efforts (OCS Commander)	Ongoing	Yes	Yes	<p>Currently, the gang unit continues to implement a community based gang prevention model when feasible. Detectives provide individualized gang & gang prevention training to various community stakeholders at their request, to include; schools/Universities, citizens police academy, community/civic associations, faith based organizations, etc. Detectives continue to maintain a close relationship with Juvenile Probation personnel to identify at-risk youth and ensure compliance with court ordered probation. OCS personnel attend the yearly Gang Prevention Task Force soccer tournament in order to interact with at-risk youth and their parents. Additionally, Gang Unit Detectives work closely with School Resource Officers to prevent, identify and address gang related activity throughout the school system to ensure a safe learning environment for all students.</p>



Goal 2 – Crime Prevention and Control

3: Crime Prevention Through Environmental Design (CPTED) (Operations Support Section Commander)	Suspended	No	No	This program was suspended due to staffing levels. The potential reimplementation of this program will be addressed once staffing is closer to full strength.
4: Identify crime trends and allocate necessary resources (CIS and Patrol Section Commanders)	Ongoing	Yes	Yes	<p>CIS Commander - Continue to work with Crime Analysis to identify crime trends and suspect profiles and to develop matrix's which indicate the most common date/time for criminal activity. Utilize the Tactical Unit to conduct surveillance and to identify/arrest perpetrators. The Tactical Unit works throughout the Metro region and the unit Lieutenant works through their contacts in other agencies to assist with the apprehension of not only Arlington suspects but regional suspects as well.</p> <p>CIS Lieutenant's worked with operations supervisors to develop and implement the "Into the Blue" program which has been uploaded onto the Mobil Data Terminal's in the police cruisers. This program promoted easier access to crime data and wanted subject lookouts which allowed detectives to immediately reach out to the road officers with the most up to date information on cases.</p> <p>The warrant unit was responsible for 780 warrants served and extradited 120 wanted individuals from outside the Commonwealth. During the period in question, the warrant unit saw a 6.27 percent decrease in outstanding warrants. The amount of outstanding warrants continues to decline. UPDATE: The unit is working to fill the newly created position (Administrative Assistant Specialist) whose job will be to aid in the identification and apprehension of outstanding wanted subjects. With the current county hiring freeze on civilian employees, the CIS Commander will be working with the Chief's office and Human Resources to gain permission to staff this needed position.</p> <p>Patrol Commander - Patrol section continues to monitor national public safety trends, such as active shooters, protests and special events to reposition resources appropriately. Recent examples include the Unite the Right Rally, Active shooter at the Pittsburgh Synagogue, and election day 2018.</p>
Objective 3: Robust Critical Incident Capabilities				
1: Active Violence Incident (Patrol, HSS and HRMS Commanders)	FY2019	Yes	Yes	<p>CIS Commander – Working with OPS Commanders to develop a CIS response matrix for a Mass Casualty or AVI event. Working with the Arlington FD to determine if a new patient tracking app called "Fling" would also be applicable to identifying and cataloging mass witnesses. CIS will be participating in upcoming tabletop exercises.</p> <p>Patrol Commander – Developed an incident management plan for Command level personnel. Presented Corporal Chung to CFG to share his experience on the ground in Las Vegas. Planning with the NVERS to test the AVI communications plan, AVI response plan and AVI traffic management plan in the spring 2018. Planning with ACPD to test AVI response in spring 2018.</p> <p>CRS Commander – The Police Department in conjunction with ACFD and OEM presented 18 recommendations to APS to enhance school security. CRS is currently working with APS to address each recommendation.</p> <p>HRMS Commander – Continued assignment of one Tactical Training Unit (TTU) member to the FEMA Complex Coordinated Terrorist Attack regional grant to develop regional response capabilities to AVI. This member has presented at multiple conferences nationwide and has overseen local exercises to test AVI response capabilities. This member is assisting with the Spring 2019 test of the AVI plan and has conducted training for ACPD and ECC members. TTU AVI training is integrated into Firearms training and No Notice training that takes place throughout the year. TTU and adjunct instructors updated equipment contained in officers' TECC kits and held a TECC instructor certification class in Fall 2018.</p> <p>HSS Commander—In this performance review period the Homeland Security Section provided the following training: Terrorist Trends (Proud/Campbell, July 2018); Pre-Attack Indicators, Trends, and Methods (Campbell, July 2018); Counter-Surveillance Detection for SWAT (Campbell, July 2018); Introduction to Terrorism to the CERT Team (Riley, September 2018); Cyber-Attack Threats training for county employees (Bamford, October 2018); and Open Source Intelligence Gathering training (Bamford, October 2018). This training was designed to address the response to as well as the prevention, mitigation, investigation, and management of AVIs.</p>
2: High threat/disaster preparedness (Patrol and HRMS Commanders)	Ongoing	Yes	Yes	<p>CIS Commander – Continue to provide interns to assist the Tactical Training Unit (TTU).</p> <p>Patrol Commander – Continue no notice drills and planning to test AVI response in spring 2018.</p>



Goal 2 – Crime Prevention and Control

				<p>CRS Commander – Presented joint public safety recommendations to APS to enhance school security (Threat Assessment Team, Emergency preparedness plans, TECC Training for APS Staff, Physical security Assessment, ACPD assess to schools, tabletops, etc.)</p> <p>HRMS Commander – Continued assignment of one Tactical Training Unit (TTU) member to the FEMA Complex Coordinated Terrorist Attack regional grant to develop regional response capabilities to AVI. This member is also assigned to the Arlington County High Threat Program. This member has presented at multiple conferences nationwide and has overseen local exercises to test AVI response capabilities. This member is assisting with the Spring 2019 test of the AVI plan and has conducted training for ACPD and ECC members. TTU AVI training is integrated into Firearms training and No Notice training that takes place throughout the year. TTU and adjunct instructors updated equipment contained in officers’ TECC kits and held a TECC instructor certification class in Fall 2018.</p>
Objective 4: Resource Management				
1: Lower level property crimes (CIS and Patrol Section Commanders)	FY2019	Yes	Yes	<p>CIS Commander - With the reduction in staffing, there will be a reduction in efforts dedicated to lower level property crimes that have no solvability factors. We are utilizing the CIS interns to reach out to crime victims either by phone or in writing to explain the process and how to file a report with their insurance companies. CIS is also working more closely with the administrator of the online reporting system to ensure that we have a timelier response to those who opt to file a report online or through the telephone reporting function.</p> <p>UPDATE: Now that we are 7 months into the reorganization, we have seen a reduction in the number of lower level crime reports without the commensurate increase in citizen complaints based upon lack of service or perceived increase in crime. Detective's continue to attend community meetings and answer questions about how to properly report a lower level crime such as through the Telephone Reporting Unit as well as online reporting through the ACPD website.</p> <p>Patrol Commander – Patrol Watch Commanders encourage and assist with patrol officers conducting follow up investigations to conclusion when appropriate and able. Overlap details are directed to focus on crime trends, patterns and series for prevention, enforcement and apprehension. Officers are following up with investigations they know are not addressed in CIS.</p>
2: Communication between divisions (CIS and Patrol Section Commanders)	FY2018/Ongoing	Yes	Yes	<p>CIS Commander – The CIS Commander will meet monthly with Operations Captains and Deputy Chief during their touch base meetings. Continue to encourage communication and collaboration between CIS and OPS. CIS supervisors and detectives are updating information in the “Inside the Blue” program as well as attend the three roll calls to facilitate the exchange of information. CIS utilizes officers on overlap days and on unobligated time to work with CIS detectives to gain valuable working knowledge of case investigation/management and to further their investigative techniques while on patrol. Over the summer, CIS utilized several of the SRO’s to work in the Special Victim’s Unit as well as the Digital Forensics Unit. This aids CIS supervisors in identifying future detectives who show the knowledge and aptitude for the work. UPDATE: In an effort to create a deeper bench for officers wanting to be detective's, we have encouraged and are paying for officers to attend training that will make them a more well-rounded detective candidate. We have brought up one Corporal from the road who will be replacing a MPO in the Special Victim’s Unit. This Corporal expressed a desire to join CIS and has been working with detectives for several months. We also have another Corporal who has received training for a potential transfer to the Digital Forensics Unit.</p> <p>Patrol Commander – November 1, 2018, Completed the Inside the Blue SharePoint tool to increase the amount of information available to officer via MDT and throughout the Department. Completed Cohort two of the Mentor Program in which 12 rank and file participated with 12 Command level personnel in at 6-month leadership/mentoring program.</p>



Goal 3 – Community Engagement

OBJECTIVES AND STRATEGIES	Target Completion Date (If applicable)	Results		
		Action Plan Items being Conducted (Y/N) <i>*If no, list or identify items</i>	Measures of Success Validate Action Plan (Y/N) <i>*If no, explain and adjust if necessary</i>	Executive Summary – Strategy Efforts
Objective 1: Strengthen Community Bonds and Promote Partnerships				
1: Community events (CRS and CIS Commanders)	Ongoing	Yes	Yes	<p>CIS Commander comments – CIS supervisors and detectives attended multiple Coffee’s with a Cop over the course of the year, pizza with a SRO, Children’s book drive, OEM Aftermath/"Her"ricane Outreach HS Kids/Aspiring detectives, The Leadership Center for Excellence - Leadership Arlington Youth Program, National Night Out, ACPD Block Party, Conversation with a Cop @ Don Tito’s & Whitlow’s, Houston PD Hurricane Relief Effort, Women in Public Safety presentation, CGCC Student Presentation, Washington Center Intern/Work Recruitment, multiple recruiting trips to college/universities as well as assisting HRMS with “shadowing” a detective program with potential hires as well as attending and presenting at the Women in Public Safety event. UPDATE: CIS detectives attended the most recent Coffee with a Cop on October 3rd. CIS participated in the most recent Citizens Academy on October 25th.</p> <p>CRS Commander – Outreach Teams continue to host several community events to include Coffee with a Cop, National Night Out, Read America, active recruiting with HRS, Holiday Toy Drive / Holiday gift give-a-ways, School Supply Drive, Battle of the Badges, National Drug Take Back, etc. The SRO Unit hosts several events for students to include hosting two (2) camps during the summer. Our ACSTEP camp and Patrol camp hosts APS students from all geographical areas of the County. ACSTEP was created for at-risk students and provides students an opportunity to learn from SROs and our community partners.</p>
2: Develop/enhance relationships (CRS Commander)	Ongoing	Yes	Yes	<p>CRS Commander – The Outreach Teams developed relationships in both our resident and business communities. The team provides a monthly community newsletter and host Quarterly meetings whereas residents are presented with up to date crime stats and crime TIPS. The Outreach Teams further present safety training classes such as See Something Say Something, House of Worship Emergency Preparedness and Active Shooter Awareness Training for businesses. The Outreach Team further are invited to several neighborhood events whereas they interact and develop relationships with community leaders. The SRO Unit routinely attend PTA and parent meetings and events such as Back to School, Women in Public Safety. SROs teach several classes in our elementary, middle and high schools. Classes are DCJS certified and include, Drugs, Bullying, Juuls, vaping and e-cigarettes and social media safety to name a few.</p>
3: Provide assistance to crime victims (CIS Commander)	Ongoing	Yes	Yes	<p>CIS will continue to work with the Commonwealth's Attorney Office and their victim/witness program to ensure that crime victims receive all benefits and services guaranteed by law. CIS supervisors/detectives regularly meet with both Commonwealth Victim advocates as well as outside victim’s groups, such as Doorways, to ensure there is education and services provided to victims/witnesses and assistance as they navigate the criminal justice system. CIS supervisors/detectives also speak at numerous community meetings, workshops and events that deal with crime, crime prevention and the aftermath. CIS Commander also reviews and processes all U-Visa requests for undocumented victims of crimes who are attempting to establish residency. UPDATE: CIS Commander and SVU met on September 26th with the Sexual Assault Response Team (SART) which comprised members from law enforcement, Commonwealth Attorney’s Office, SANE and civilian victim advocate agencies.</p>
Objective 2: Collaborate with Stakeholders				
1: Collaborate with stakeholders (CRS and Operations Support Section Commanders)	Ongoing	Yes	Yes	<p>The Restaurant Liaison Unit continues to conduct training and outreach to community members and business owners. As of October 26, 2018, the unit has conducted 12 outreach events and accredited 11 businesses through the Arlington Restaurant Initiative. The Sober Ride Vehicle was unveiled in July. The RLU is currently working on a plan to have military officers provide some additional oversight of military personnel in nightlife areas.</p> <p>CRS Commander – The Community Outreach Team collaborates with several local partners and stakeholders such as Civic Associations, APS, County agencies, Community groups., ACFD and the Commonwealth Attorney</p>



Goal 3 – Community Engagement

				Office. Through these partnerships, we are able to reach/engage with a vast and diversified group consisting of residents and visitors to Arlington.
2: Collaborate with not-for-profit businesses (CRS Commander)	SUSPENDED	No	No	This program was suspended due to staffing levels. The potential reimplementation of this program will be addressed once staffing is closer to full strength.
Objective 3: Increase Transparency and Trust				
1: Educate residents on policies, training and tactics (HRMS Commander)	Ongoing	Yes	Yes	CIS Commander comments – CIS supervisors and detectives were presenters during the Citizen’s Police Academy. UPDATE: CIS participated in the most recent Citizens Academy on October 25th. HRMS Commander – Twenty-two citizens graduated from the twelve-week Citizen’s Police Academy held in Fall 2018.
2: Volunteer programs (HRMS Commander)	FY2019	Yes	Yes	CRS Commander - Both the SRO Unit and Community Outreach Teams to include supervisors volunteered during this FY and in the last quarter. Both units volunteer at least once a month with Arlington County Juvenile Program’s “Reaching New Heights”. This program allows officers to rock climb with juveniles while building relations and life lessons such as focus, trust and teamwork. The SRO Unit volunteered with AFAC during this quarter and we will continue to volunteer monthly going forward. HRMS Commander – Continued scheduling of Bilingual Ride-A-Long citizen volunteers. Due to staffing constraints of section, further reorganization of department volunteer programs has been suspended.
3: Youth engagement programs (CRS Commander)	Ongoing	Yes	Yes	The SRO Unit and the Community Outreach Teams engage in several youth programs to include Reaching New Heights with our County Juvenile Program, Leadership for Youth Fair, AHC After School Program, Read Across America, Everyone Wins, lunch Bunch, Project Empower, Career Center Mentor Program and Bootcamp at Abington. CRS also hosts two summer camps to provide students another opportunity to engage with officers and community partners.
4: Access to information (OPR and CIS Commanders)	Ongoing	Yes	Yes	OPR Commander - FOIAs, SDT, and other information requests continue to rise for FYTD. FOIAs: 217, Witness Subpoenas: 38, SDT: 20, UVISAs: 18, Preservation Requests: 6.
5: Professional standards (OPR Commander)	FY2019	Yes	Yes	OPR Commander - VLEPSC continues to move forward. Review of the Directives Manual is complete, and proofs are being pulled for mock assessment on December 12, 2018. Full assessment target is Spring of 2019.
6: Social media content/platforms (Media Relations and Public Affairs)	Ongoing	Yes	Yes	The Media Relations and Public Affairs Office continues to diversity social media content in support of the department’s mission and three key initiatives. The Office works with staff throughout the agency as well as outside agencies with shared interests to publicize campaigns, initiatives, significant criminal incidents, partnerships and outreach events. We continue to see growth in social media analytics.
Objective 4: Crime Awareness				
1: Crisis/disaster awareness training (HRMS and CRS Commanders)	Ongoing	Yes	Yes	CRS Commander – See below under “Educational Programs” HRMS Commander – Continued assignment of one Tactical Training Unit (TTU) member to the FEMA Complex Coordinated Terrorist Attack regional grant to develop regional response capabilities to AVI. This member has presented at multiple conferences nationwide and has overseen local exercises to test AVI response capabilities. This member has also worked with OEM and APS to develop response training for civilians. AVI training programs for civilians are now being conducted by CRS officers.
2: Educational programs (CRS, HRMS, CIS Commanders and PIO)	Ongoing	Yes	Yes	PIO – The Media Relations and Public Affairs Office continues to develop education information for citizens. Over this quarter, the website was expanded to include information on various program initiatives and crime prevention tips. A joint law enforcement safety message on See Something, Say Something was recorded prior to the Marine Corps Marathon. Finally, we are working with DES to develop a safety campaign regarding e-scooters. CIS Commander comments – See Goal 3: Objective 1. CIS supervisors and detectives are active with training our partners to include Child Protective Services, ECC, Adult Protective Services and Doorways (Domestic Violence). We have also made outreach to both Marymount University and the three high schools for domestic violence and sexual assault awareness training. CRS Commander - The Community Outreach Team provides emergency preparedness training to businesses, Arlington County offices, Civic Associations and other community groups. Classes include, but are not limited to; Emergency Preparedness for Houses of Worship, Active Shooter Awareness, See Something Say Something, Run-Hide-Fight and Safe Interaction with the Police The SRO Unit teaches several classes at their respective school to include Drug, Bulling, cyber security, Safe Social Media, Drivers Ed, Gang Awareness and Second Chance (Intervention program for first offenders.) Both



Goal 3 – Community Engagement

				<p>SRO Camps during the summer months that have a large educational component that includes; safety classes, drug awareness, etiquette, financial responsibility, interviewing and job/internship opportunities.</p> <p>HRMS Commander – Continued assignment of one Tactical Training Unit (TTU) member to the FEMA Complex Coordinated Terrorist Attack regional grant to develop regional response capabilities to AVI. This member has presented at multiple conferences nationwide and has overseen local exercises to test AVI response capabilities. This member has also worked with OEM and APS to develop response training for civilians. AVI training programs for civilians are now being conducted by CRS officers.</p>
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Goal 4 – Enhance Infrastructure

OBJECTIVES AND STRATEGIES	Target Completion Date <i>(If applicable)</i>	Results		
		Action Plan Items being Conducted (Y/N) <i>*If no, list or identify items</i>	Measures of Success Validate Action Plan (Y/N) <i>*If no, explain and adjust if necessary</i>	Executive Summary – Strategy Efforts
Objective 1: Develop Personnel				
1: Professional development (HRMS Commander)	Ongoing	Yes	Yes	HRMS Commander – Training Section conducted in-house training classes regarding First Line Supervisors and EEO for Supervisors. The section continues to publish training opportunities from the NVCJA and regional entities. The section has participated in the training of FTOs and selected new Tactical Adjunct Instructors in Fall 2018 to develop.
2: Employee wellness program (HRMS Commander)	FY2020	Yes	Yes	HRMS Commander – Mental Wellness - Peer Support Team (PST): The Training Section applied for and administered a DCJS grant to obtain Peer Support training in crisis intervention and suicide prevention. This training is mandatory for Peer Support Team accreditation. Some members of the PST obtained training under the grant and the Training Section continues to schedule members for this training since the grant closure 9-30-18. Resiliency: The Training Section continues to offer EAP training to incoming recruit officers during local training. Physical Fitness – The Training Section applied for and administered a DCJS grant to obtain training for a Peer Fitness Facilitator Program. The section selected volunteer officers to participate in the program and paid for eight members to become certified as Tactical Strength and Conditioning Facilitators (TSAC-F). Two members have taken and passed TSAC certification testing. Six members are scheduled to test in January 2019. The section is designing recruit physical fitness program. The section arranged for a contract between the ACPD and a local fitness facility to accommodate recruit physical fitness training twice a week. The section prepared a physical fitness guidelines packet that will assist recruits with increasing their physical fitness before their start date at ACPD.
3: Prepare officers to respond (HRMS Commander)	Ongoing	Yes	Yes	HRMS Commander – The Training Section continues to conduct officer training throughout the year in firearms, control tactics, tactical, TECC, Taser, ballistic breaching and AVI. The Training Section also completed Rolling Roadblock training and conducted regular No Notice Drills. The Training Section also implemented a mandatory shotgun course for shotgun operators.
Objective 2: Plan for Growth and Future Vacancies				
1: Reflect demographics (HRMS Commander)	Ongoing	Yes	Yes	HRMS Commander – The Ambassador Program continues to recruit at designated colleges, universities and military installations to increase agency staffing and demographics reflective of the Arlington County community. Recruit class 139 was the largest recruit class in agency history and was almost three times the size of previous classes. Recruit class 139 consisted of 28 candidates, including nine (9) female and ten (10) minority candidates. Recruit class 140 is currently being assembled for the January Police Academy and also consists of a diverse group of candidates.
2: Reflective of population size (HRMS Commander)	Ongoing	Yes	Yes	HRMS Commander –The HRMS continues to strive to hire a work force representative of the population it serves. The unit has created an ambassador program to conduct outreach to colleges and universities to increase applicant pools while targeting diverse populations. The section has increased staffing with part-time rehires as background investigators to accelerate the hiring process for qualified applicants. In addition, the HRMS has engaged in local and regional advertising campaigns to generate interested in the police department.
3: Automation of recruitment tools (HRMS Commander)	Ongoing	Yes	Yes	HRMS Commander – An IPAD was recently purchased with grant funding to allow potential candidates to sign up for the ACPD entry exam at career fairs and Ambassador events.
Objective 3: Improve, Identify and Implement Technologies to Enhance Policing Services				
1: Prioritization of technology (PSIT Manager)	Ongoing	Yes	Yes	New Project: E-Summons System to automate the collection, distribution and management of data related to the issuance of summons. Closed projects: 1. Completed the Police Interview Room upgrades replacing the video system and all supporting hardware and software. And established off-site storage of video files; 2. Replacement of all MDTs for Police personnel.



Goal 4 – Enhance Infrastructure

2: Manage Information/Technology (PSIT Manager)	Ongoing	Yes	Yes	Staffing: 1. Reclassified a PS IT technician to a PS Technology Specialist to provide promotional track for Infrastructure unit. 2. Established a volunteer position which provides Statistical analysis support analyzing workload demand and distribution of resources identifying inefficiencies in processes or systems.
3: Mobile Command Vehicle (SOS Commander)	FY2019	Yes	Yes	Current MCV is for sale.
4: RMS implementation (IT Commander)	Completed	Completed	Completed	Completed—Remove from SMP
Objective 4: Conduct Facilities Planning				
1: Evaluation of workspace usage (SMS Commander)	Ongoing	Yes	Yes	<p>CIS Commander comments - UPDATE: CIS participated in both an online survey and a walking tour of the floor to discuss the utilization of space and made proposals to the JFAC group to use the opportunity to re-engineers existing space with our needs in mind. CIS Commander continues to work with DES on the design, implementation and the future construction of a “Safe Haven”. This would allow a crime victim or someone in need of immediate police services to enter the 14th Street side of the PD building and lock themselves in until police arrive. Currently there is an outdoor call box in that location, but the doors are only accessible by police, sheriff and courts personnel. The Safe Haven would be monitored 24/7.</p> <p>CIS was approved in June 2018 to spend \$400,000 to update each of the interview rooms in CIS with state-of-the-art camera/video recording systems by AXON. CIS will no longer have analog and CD recordings, and all will now be stored in Cloud based storage system. Projected start of the project is late September, early October 2018.</p> <p>UPDATE: The AXON system has been installed and training was completed during the week of October 08-12th. The new system is up and running and working according to expectations. One item still to be completed is the installation program on end users' computers to allow live streaming. Expectation of completion date is first week of November. Project Completed.</p> <p>CRS Commander – CRS Commander participated in meeting with Ops Captains and JFAC group to discuss current space for Community Outreach Team at headquarters and options going forward since it is expected the unit will increase as staffing permits.</p>
Objective 5: Asset Management				
1: Vehicles and safety equipment (SMS Commander)	Ongoing	Yes	Yes	Reviewed shared vehicle program for Corporals who live outside the county. Currently there are 37 Corporals assigned in this program. Prior to review 24 vehicles were designated to the program. The realignment of vehicles effective November 25, 2018, which affords 19 vehicles to the “Shared Vehicle Program” with the same number of Corporals (37) assigned in this program. To maintain the mission for personnel in the “Take Home Program”, the 5 additional vehicles will be assigned to these officers, which reduces the waitlist from 8 to 3.
2: Equipment assigned to officers (SMS Commander)	Ongoing	Yes	Yes	SMS Commander - Assistance has been granted from PSIT in creating a program to efficiently track vehicles, and components such as; transponders, radios, and personally assigned items.
3: Budgets reflect replacement cycle (SMS, HRMS and Patrol Section Commanders)	Ongoing	Yes	Yes	<p>SMS Commander - Line item 2. will assist in the completion of this task. Full launch and benefits are expected before the replacement cycle meeting 05-2019.</p> <p>HRMS Commander - The HRMS is currently within budget for FY19 in regard to personnel and non-personnel expenses. The section has currently spent \$270,000 of the allotted \$472,000 of non-personnel funding for FY19.</p> <p>Patrol Commander--All patrol equipment has been inventoried and assigned to individual officers and fleet vehicles to increase accountability and decrease the need to replenish lost items. Squads are required to complete inspections and inventory equipment items assigned to them.</p> <p>Mid-Year Budget Figures: Mid-year spending with within budget for all of the listed items: vehicle repair and replacement costs (\$54,266 spent/\$2,652,519 budget), fuel (\$222,684 spent/\$657,368 budget), office supplies (\$33,676 spent /\$100,167 budget), operating supplies (\$321,196 spent/\$895,355) budget and wearing apparel (\$125,314 spent/ \$220,363 budget). Figures do not include encumbered funds, only what has been spent. However, even with encumbered funds, all categories are still under budget with the exception of wearing apparel.</p>