

**Chesterfield
County**



Police Department

"First Choice Community through Excellence in Public Service"

Departmental Performance Plan FY2019-2023



Planning Today to Meet the Law Enforcement Challenges of the Future

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Thank you for taking the time to learn a little more about how the Chesterfield County Police Department's efforts contribute to our county government's overall strategic plan. Strategic plans are important because they serve as a guiding light by which personnel from an array of disciplines work in concert to achieve outcomes that transcend the sustained capabilities of any individual department. Typically, these plans span five years because it is important that organizations focus on making long-term incremental progress within anticipated economic, political, and societal landscapes. Shorter plans tend to focus more on immediate needs and longer plans exist without realistic assumptions with respect to the operating environment.

In our continued effort to provide innovative service, the police department is in the midst of adopting a new methodology for setting the performance objectives we will use to contribute to this plan. Beginning in fiscal year 2019-2020, look for the police department to adopt the use of Specific, Attainable, Measurable, Realistic, and Timebound (SMART) goals. The advantage of SMART goals is the inherent accountability associated with their use. Imagine a football field without hashmarks or a scoreboard. Yes, a team can still take the field and its members can perform in their designated roles. The process may be entertaining and enjoyable – but there is little to distinguish “good” play from “excellent” performance. The most professional organizations seek to measure performance, tweak processes, and own outcomes based on pre-established, objective metrics. SMART goals provide us a mechanism by which we can do just that!

In the meantime, the police department will selflessly contribute to the process of keeping our community safe through the building of problem-solving partnerships, proactive engagement with our county's youth, innovative policing and investigative techniques, state-of-the-art training, robust recruitment efforts, and compassionate, yet dogged enforcement of the law. We will be mindful of the personal dignity of everyone with whom we interact and will uphold our sworn duty to protect and defend the constitutional rights and civil liberties of all people. We will remain accessible through community forums, social media platforms, and frequent public events. We encourage you to learn more about our agency in an upcoming community academy and even consider helping us recruit talented individuals to assist in fulfilling our mission of service.

We are grateful for your trust and your interest in our planning and operations.

A handwritten signature in black ink, appearing to read "Jeffrey S. Katz".

Colonel Jeffrey S. Katz, Chief of Police

BLUEPRINT CHESTERFIELD

Mission Statement

Providing a First Choice community through excellence in public service

Vision Statement

To be an extraordinary and innovative community in which to live, learn, work and play

Values

Results, Innovation, Service, Ethics

Blueprint Chesterfield Goal 2: Safety and Security

Goal definition:

Partner with residents to provide a safe and secure community through prevention, readiness, and professional response

Objectives:

- 2.1 Enhance community preparedness through prevention
- 2.2 Increase safety and perception of safety
- 2.3 Reduce incidents that result in injury, death and property damage
- 2.4 Reduce the recurrence of incidents that negatively impact county resources

Countywide Public Safety Division Priorities

1. Recruit, develop and retain a high performing workforce
2. Community risk reduction
3. Meet critical technology needs

Police Department Priorities

1. Continue highway safety efforts
2. Reduce the crime rate and increase the criminal case clearance rate
3. Enhance community outreach efforts, including social media channels
4. Offer enhanced training opportunities for employees
5. Maintain national accreditation

Animal Services Unit Priorities

1. Ensure that personnel continue to enforce state laws and county ordinances as they apply to domestic animals
2. Maximize the number of live exits and continue to provide care and housing for animals remaining
3. Maintain and provide up-to-date equipment and technology to improve efficiencies in services provided

CHESTERFIELD COUNTY POLICE DEPARTMENT

Vision Statement

The Chesterfield County Police Department is committed to being a nationally recognized leader in law enforcement through hiring, training, and promoting the finest police professionals. Our department is dedicated to the use of innovative and adaptive law enforcement technology, as well as implementing effective crime prevention strategies with our community partners. We are devoted to ensuring the safety and security of our community through exceptional service.

Mission Statement

The mission of the Chesterfield County Police Department is:

- To **serve** the people of Chesterfield County with integrity and professionalism;
 - To **protect** the quality of life, safety, and security of our diverse community through proactive enforcement efforts and effective crime prevention strategies;
 - To **lead** the community in solving problems and building partnerships.
-

Core Values

- INtegrity
- Service
- Professionalism
- Innovation
- Responsibility
- Excellence

These values, when combined as an acronym, create our overarching ideal: to **INSPIRE** each other and our department.



Departmental Performance Plan Time Line

- July** Division Commanders submit a prioritized list of projected new resources for the FY2019 through FY2023 Departmental Performance Plan (using the attached form) to Bureau Commanders.
- July** Bureau Commanders submit a list of projected new resources (using the attached form) to Finance Sr. Administrative Analyst.
- July** Administrative Support Bureau Commander submits updated sworn staffing plan to Lt. Colonel for review (copy to Sr. Administrative Analyst).
- August** Bureau and Division Commanders submit Accomplishments and Future Challenges to Sr. Administrative Analyst.
- August** Bureau and Division Commanders submit performance measure results to Information Services Division.
- September** Lt. Colonel, Bureau Commanders, Office of Professional Standards Captain, and Chief of Administrative Services meet with Colonel to approve sworn staffing plan, review new resource requests, and establish departmental priority list of these request for FY2019.
- October** Bureau and Division Commanders submit justifications for new resource requests to Sr. Administrative Analyst.
- January** Police and Animal Services key measures updates (for prior calendar year) are completed by Information Services Division.
- January** Draft Departmental Performance Plan reviewed by Bureau and Division Commanders.
- February** Draft Departmental Performance Plan reviewed and approved by Colonel and Lt. Colonels.
- March** Final FY2019-FY2023 Departmental Performance Plan approved by Colonel, distributed to Command Staff and the Department's Strategic Plan (condensed version DPP) posted on county's website.



Departmental Performance Plan Goals

GOAL 1: To provide effective policing and ensure continued public safety.

GOAL 2: To increase community members' safety and the perception of safety.

GOAL 3: To reduce and control criminal activity.

GOAL 4: To establish, maintain and enhance community partnerships that help ensure a safe community.

GOAL 5: To maximize operational efficiency and deliver excellence in customer service.

GOAL 6: To increase the proportion of crime cleared by arrest.

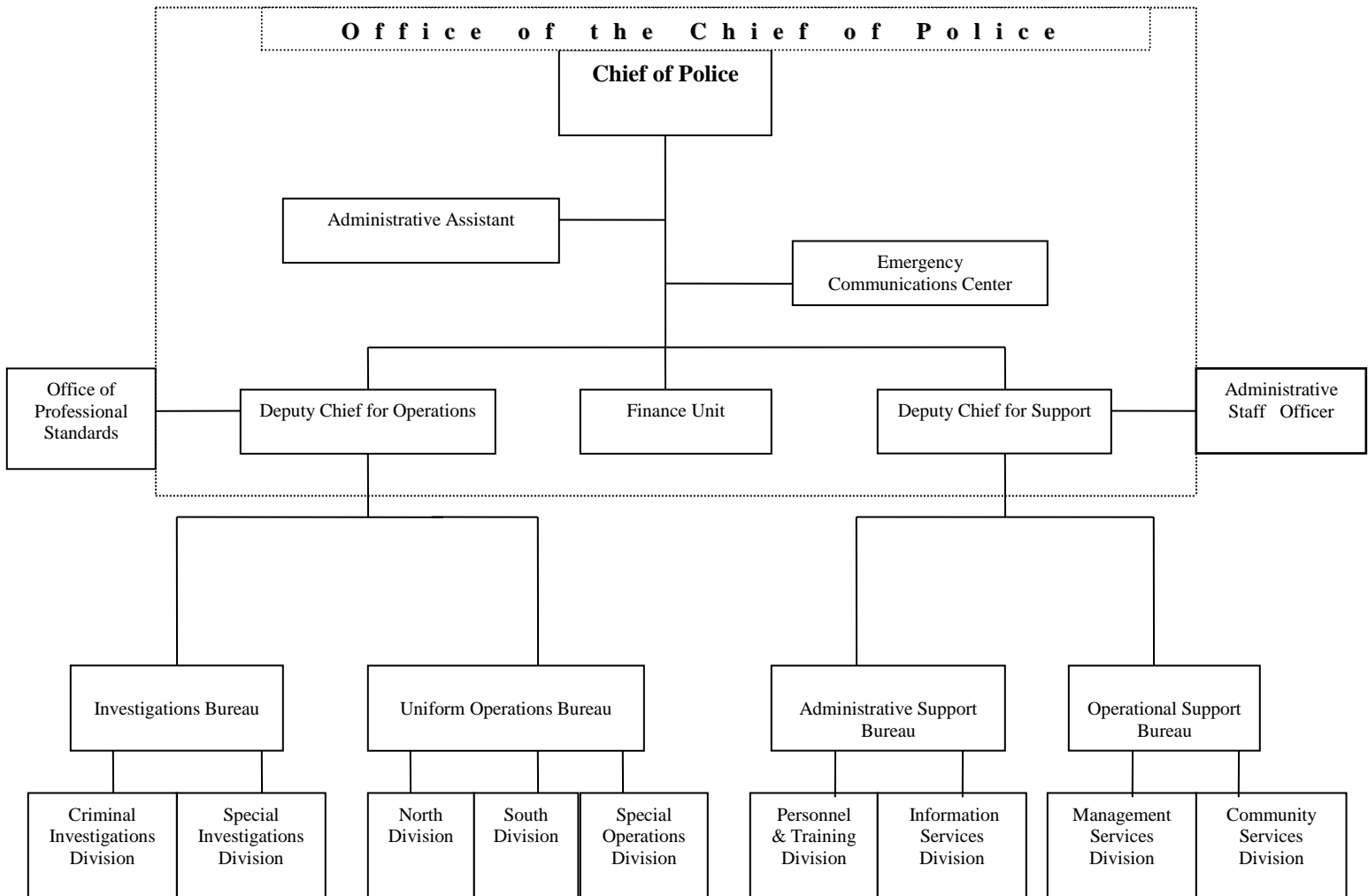
GOAL 7: To be the law enforcement employer of choice.



Police Department

"First Choice Community through Excellence in Public Service"

Departmental Performance Plan Organizational Chart





Departmental Performance Plan Program and Service Inventory

<p>Police Program 1: Uniform Operations / Patrol Blueprint Chesterfield Goal 2: Safety & Security County Objective: 2.2 Increase safety and perception of safety and 2.3 Reduce incidents that result in injury, death and property damage Department Goal: Goal 1. To provide effective policing and ensure continued public safety Goal 2. To increase community members' safety and the perception of safety Goal 3. To reduce and control criminal activity Goal 4. To establish, maintain and enhance community partnerships that help ensure a safe community</p>		
<p>Program Description: Provide first response to calls for service, preventative patrols, and enforcement of state laws and county ordinances. Support community policing efforts and provide off-duty officers to businesses in the county.</p>		
<p><u>Types of Performance Measures:</u></p> <p>Number of calls for service and assists</p> <p>Police activities</p> <p>Average response time for priority one calls</p> <p>Number of alcohol related crashes</p> <p>Number of DUI arrests</p> <p>Number of NIBRS incidents reported to State Police</p>	<p><u>Types of customers and description of number served:</u></p> <p>Internal and external</p>	<p><u>Is this service mandated:</u> Yes</p> <p><u>If mandated, by what authority:</u> Federal, State, County</p>



Police Program 2: Criminal Investigations Division
 Blueprint Chesterfield Goal 2: Safety & Security
 County Objective: 2.2 Increase safety and perception of safety
 Department Goal:
 Goal 3. To reduce and control criminal activity
 Goal 6. To increase the proportion of crime cleared by arrest

Program Description: Investigate major crimes against persons, special victims, crimes against property and economic crimes. This division includes the unsolved/major investigations group, domestic violence coordinator and forensics.

<p><u>Types of Performance Measures:</u></p> <p>Number of cases assigned to Criminal Investigations</p> <p>Number of cases cleared by Criminal Investigations</p>	<p><u>Types of customers and description of number served:</u></p> <p>Internal and external</p>	<p><u>Is this service mandated:</u> Yes</p> <p><u>If mandated, by what authority:</u> Federal, State, County</p>
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Police Program 3: Special Investigations Division
 Blueprint Chesterfield Goal 2: Safety & Security
 County Objective: 2.2 Increase safety and perception of safety
 Department Goal:
 Goal 3. To reduce and control criminal activity
 Goal 6. To increase the proportion of crime cleared by arrest

Program Description: Investigate organized criminal activity, to include narcotics organizations and gangs. This division includes the tactical investigations unit, the vice & narcotics unit and the fugitive section.

<p><u>Types of Performance Measures:</u></p> <p>Number of cases assigned to Special Investigations</p> <p>Number of cases cleared by Special Investigations</p>	<p><u>Types of customers and description of number served:</u></p> <p>Internal and external</p>	<p><u>Is this service mandated:</u> Yes</p> <p><u>If mandated, by what authority:</u> Federal, State, County</p>
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Police Program 4: Personnel & Training Division

Blueprint Chesterfield Goal 2: Safety & Security

County Objective: 2.4 Reduce the recurrence of incidents that negatively impact county resources

Department Goal:

Goal 5. To maximize operational efficiency and deliver excellence in customer service

Goal 7. To be the law enforcement employer of choice

Program Description: The Personnel Unit focuses on recruitment, testing, background investigation, and selection of personnel for recommendation for hire; administering the career development program; and processing of all permits and licenses. The Training Unit provides all recruit, in-service, and specialized training (SWAT) and career development education, as well as firearms and vehicle operation training.

Types of Performance

Measures:

Number of applicants for police officer recruit

Number of applicants approved for panel interview

Number of applicants hired

Number of training classes conducted

Number of persons instructed

Number of work hours expended instructing

Types of customers and

description of number served:

Internal and external

Is this service mandated:

Yes

If mandated, by what authority:

Federal, State, County



Police Program 5: Information Services Division
 Chesterfield Blueprint Goal 2: Safety & Security
 County Objective: 2.4 Reduce the recurrence of incidents that negatively impact county resources
 Department Goal:
 Goal 5. To maximize operational efficiency and deliver excellence in customer service
 Goal 6. To increase the proportion of crime cleared by arrest

Program Description: Manage police records management system and statistical reporting to state police; coordinate information retrieval, crime analysis, and systems support, including mobile data computers and traffic analysis.

<u>Types of Performance Measures:</u>	<u>Types of customers and description of number served:</u>	<u>Is this service mandated:</u> <u>Yes</u>
Number of incoming calls to RMS line Number of calls answered by Records Specialists Number of officers assisted with RMS reporting	Internal and external	<u>If mandated, by what authority:</u> Federal, State, County



<p>Police Program 6: Community Services Division Blueprint Chesterfield Goal 2: Safety & Security County Objective: 2.1 Enhance community preparedness through prevention Department Goal: Goal 2. To increase community members' safety and the perception of safety Goal 4. To establish, maintain and enhance community partnerships that help ensure a safe community</p>		
<p>Program Description: Provide crime prevention education, Community Academies, Crime Prevention through Environmental Design (CPTED), an apartment safety coordinator, and other services, such as Neighborhood Watch, Project Lifesaver, and towing coordinator. This division also manages the School Resource Officer (SRO) program in middle and high schools, and the Success Through Education and Proactive Policing (STEPP) program in all elementary schools and school crossing guards at select locations.</p>		
<p><u>Types of Performance Measures:</u></p> <p>Number of crime prevention programs conducted</p> <p>Number of persons instructed</p> <p>Number of work hours expended instructing</p>	<p><u>Types of customers and description of number served:</u></p> <p>Internal and external</p>	<p><u>Is this service mandated:</u> Yes</p> <p><u>If mandated, by what authority:</u> Federal, State, County</p>



<p>Police Program 7: Management Services Division Blueprint Chesterfield Goal 2: Safety & Security County Objective: 2.1 Enhance community preparedness through prevention Department Goal: Goal 4. To establish, maintain and enhance community partnerships that help ensure a safe community Goal 5. To maximize operational efficiency and deliver excellence in customer service</p>		
<p>Program Description: Assists with operational preparedness, homeland security, and emergency management programs, as well as the Crime Solvers program, public information, and drug court officers. Provides logistical support and maintains custodial care of property and evidence in the possession of the police department. Develops and maintains inventory accountability for the handling of property and evidence, as well as the procurement and administration of issued departmental uniforms, equipment, and supplies.</p>		
<p><u>Types of Performance Measures:</u></p> <p>Number of drug tests performed</p> <p>Number of evidence transactions</p>	<p><u>Types of customers and description of number served:</u></p> <p>Internal and external</p>	<p><u>Is this service mandated:</u> Yes</p> <p><u>If mandated, by what authority:</u> Federal, State, County</p>



<p>Police Program 8: Office of the Chief – Office of Professional Standards, Finance, and replacement vehicle programs Blueprint Chesterfield Goal 2: Safety & Security County Objective: 2.4 Reduce the recurrence of incidents that negatively impact county resources Department Goal: Goal 2. To increase community members' safety and the perception of safety Goal 5. To maximize operational efficiency and deliver excellence in customer service</p>		
<p>Program Description: Provides overall planning, development, and direction for police services. Provides independent internal inspection service for the chief of police and members of management through the Office of Professional Standards. Provides fiscal control of the department operating budget, asset forfeiture funds, and grant funds, and manages department time accounting function and administration of the county's false alarm ordinance. Manages department vehicle replacement program for positions in patrol and investigations.</p>		
<p><u>Types of Performance Measures:</u></p> <p>Budget</p> <p>Percent change in cost per capita</p> <p>Number of false alarm calls</p>	<p><u>Types of customers and description of number served:</u></p> <p>Internal and external</p>	<p><u>Is this service mandated:</u> Yes</p> <p><u>If mandated, by what authority:</u> Federal, State, County</p>



<p>Animal Services Program: Enforcement and Animal Shelter Blueprint Chesterfield Goal 2: Safety & Security County Objective: 2.2 Increase safety and perception of safety Animal Services Unit Priority: Priority 1. Ensure that personnel continue to enforce state laws and county ordinances as they pertain to domestic animals Priority 2. Maximize the number of live exits and continue to provide care and housing for animals remaining Priority 3. Maintain and provide up-to-date equipment and technology to improve efficiencies in services provided</p>		
<p>Program Description: Enforce state laws and county ordinances as they apply to domestic animals by responding to calls for service by residents. Provide care and housing of animals, maintenance of kennels, and administrative duties. Facilitate the return of animals to owners and the adoption of unwanted animals; promote responsible pet ownership.</p>		
<p><u>Types of Performance Measures:</u></p> <p>Number of animals housed at shelter</p> <p>Number of animals adopted</p> <p>Number of animals returned to owner</p> <p>Number of community member contacts (calls, walk-ins, and emails)</p> <p>Number of volunteer hours</p> <p>Number of adoption events</p>	<p><u>Types of customers and description of number served:</u></p> <p>Internal and external</p>	<p><u>Is this service mandated:</u> Yes</p> <p><u>If mandated, by what authority:</u> Federal, State, County</p>



Departmental Performance Plan Providing Quality Service

Over the years, the police department has adopted philosophies in line with the county's goal of providing a "First Choice Community" to its residents. The police department is responsible for providing Chesterfield County residents a safe and secure community in which to live by responding to 100 percent of calls for service, investigating crime, apprehending criminals, and providing traffic enforcement and drug education. The police department provides innovative, effective police service by engaging in partnerships with the residents of Chesterfield County.

Chesterfield Clearance Rate vs. National Clearance Rate

<u>Selected Incidents</u>	<u>2016 National Clearance Rate</u>	<u>2016 Chesterfield Clearance Rate</u>	<u>2017 Chesterfield Clearance Rate</u>
Arson	20.6%	34.0%	57.9%
Assault	49.7%	77.6%	75.1%
Burglary/B&E	11.9%	23.1%	26.4%
Homicide*	50.4%	87.5%	50.0%
Larceny/Theft	19.7%	33.3%	29.5%
Motor Vehicle Theft	13.0%	30.7%	34.9%
Sex - Forcible	28.3%	65.2%	45.1%
Robbery	25.9%	38.2%	50.6%

Source: National NIBRS clearance rate for 2016 is the most current available

* Includes all Homicide Offenses



□ Workload Indicators

	CY2013	CY2014	CY2015	CY2016	CY2017
Calls for Service & Assists	187,786	191,027	192,205	201,688	206,385
Police Activities	480,383	463,139	439,278	413,714	426,062

Source: Police Key Measures dated 01/23/2018

□ Ratio of officers to population

	CY2013	CY2014	CY2015	CY2016	CY2017
Chesterfield County Population*	323,000	328,000	332,000	337,000	340,000
Figures based on authorized funding levels:	June 2013	June 2014	June 2015	June 2016	June 2017
# of sworn officers	512	517	528	531	535
Ratio of officers per 1,000 population -	1.59	1.58	1.59	1.58	1.57

*Annual population estimates provided by County Planning Department. Police Key Measures dated 01/23/2018

\$ Cost per capita (*all figures adopted budget except FY2019 – proposed figure)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019*
Police Operating Budget	\$56,960,100	\$59,391,700	\$60,364,000	\$61,373,300	\$61,976,600	\$62,757,300
Chesterfield Cost Per Capita	\$173.66	\$178.89	\$179.12	\$180.51	\$179.64	\$179.82

*Calculations based on population estimates provided by County Planning annually. Police Key Measures dated 01/23/2018



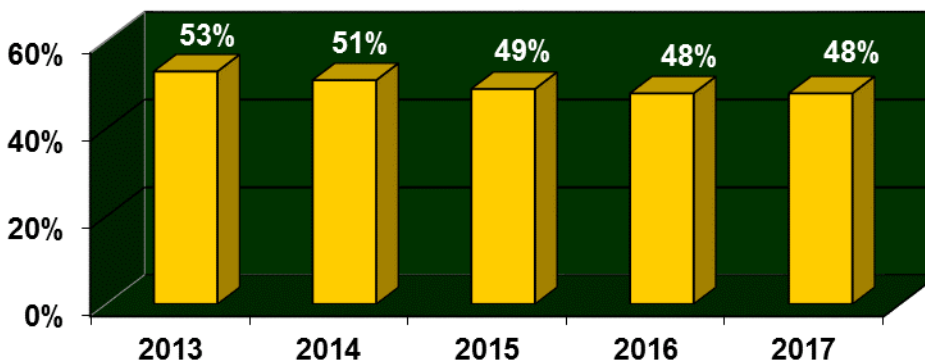
Departmental Performance Plan Providing Quality Service

In Blueprint Chesterfield, the county's safety and security goal is defined as: "Partner with residents to provide a safe and secure community through prevention, readiness, and professional response." The department's philosophy is to provide tough, not oppressive, law enforcement. The police department provides strict traffic enforcement and has a solid reputation for fighting crime. Serving the residents of Chesterfield County with high police visibility produces more law enforcement and decreases crime. This reputation evolved from department personnel working as a team to create winning strategies and striving to make things happen. Through innovative strategies, Chesterfield County Police Department employees work together to maintain a good clearance rate, a low incident rate, and a low response time average, and to provide top-grade equipment and training to the department's personnel. The following charts depict the department's effective law enforcement in meeting the county's goals and objectives.

Clearance Rate:

Target - 50%

CLEARANCE RATE



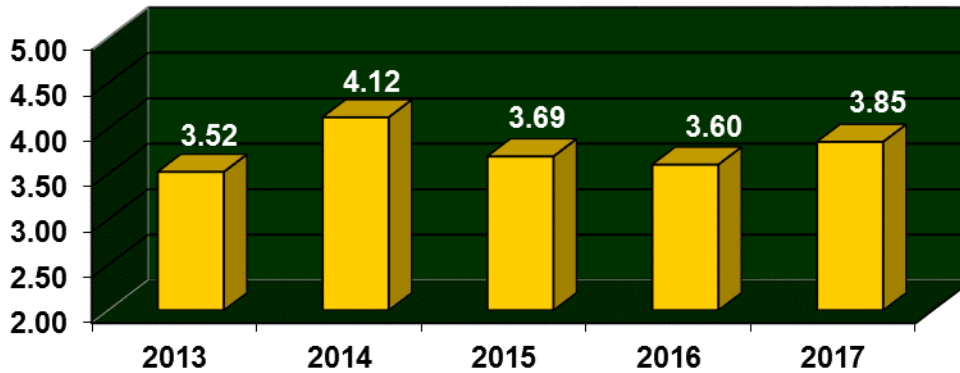
Calendar year figures

Source: Police Key Measures January 2018

Response Time:

Target - less than 3 minutes

RESPONSE TIME (Priority 1 Calls)

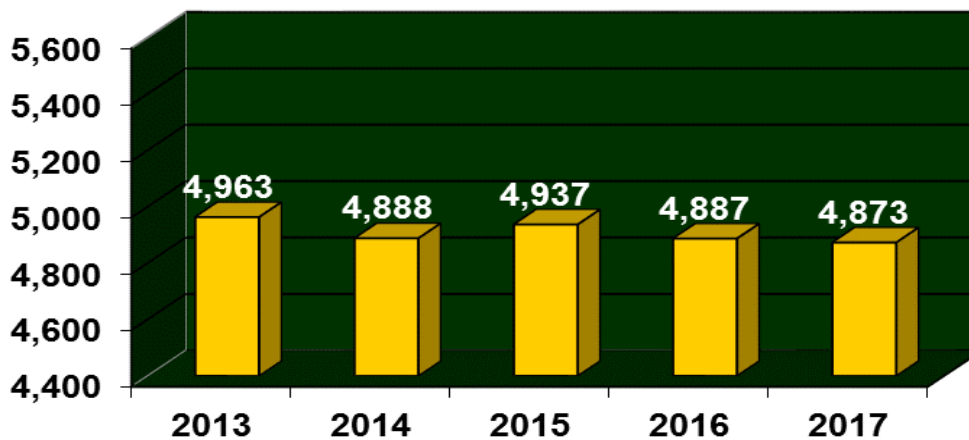


Calendar year figures
Source: Police Key Measures January 2018

Incident Rate:

Target – less than 6,000 per 100,000 residents

INCIDENT RATE



Calendar year figures
Source: Police Key Measures January 2018

Highlights and Accomplishments

Office of the Chief of Police

Finance Unit:

In 2016, the Finance Unit staff began to work with the county's Accounting Department staff to prepare for the Department of Justice site visit for grant financial monitoring. The two police grants that were audited were the COPS Hiring grant and a JAG grant. The site visit results were successful. Also, in March 2017, Finance Unit staff and Traffic Unit staff worked together to prepare for a DMV grant site visit.

The Finance Unit coordinated the development of the department's Employee Equal Opportunity Plan utilization report. The initial notification was received in September 2016 and the report was finalized and approved by the Department of Justice in January 2017. The administrative manager in the Personnel and Training Unit played a critical role in the success of the project.

The Finance Unit continued the on-going review of policies and procedures related to the Telestaff scheduling/payroll system. A major milestone this year was the elimination of the PD-24 forms (overtime sheets) for outside employment. The Telestaff system has moved primary responsibility of the accuracy of payroll entries to the employee and supervisor. The Finance Unit staff and Telestaff Administrator are continually working with department members on the efficiencies of the system.

The Finance Unit maintained services during a key employee's absence from July 2016 to September 2016. The Finance Unit staff also continued to perform the job duties of the police accountant position, which was vacant from Fall 2016 to April 2017. In addition to the Finance Unit absences/vacancies, the Finance Unit assisted the Training Academy with making the department's travel arrangements, as well as monitoring the academy's budget from September 2016 to December 2016 until the academy's administrative secretary position was filled.

Office of Professional Standards:

In March 2017, the police department was awarded accreditation through The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). Accreditation is a voluntary program whereby an agency demonstrates compliance with best practices determined by the accrediting body. Accreditation is a commitment to providing the community the best in public safety services by maintaining comprehensive policies and procedures, enhancing service delivery, strengthening accountability and community relationships, and establishing fair and non-discriminatory recruitment and hiring practices. The Office of Professional Standards' accreditation team worked tirelessly for more than a year, and hosted an on-site assessment during November 2016 that was successful.

The Office of Professional Standards completed more than 33 audits and inspections during the FY2017 time period. These audits and inspections encompassed all areas of the police department, and ranged from simple random Police Mobile Data Computer

Highlights and Accomplishments Continued

(PMDC) audits to division staff inspections. These audits and inspections resulted in confirmation of adherence to policy and procedure, as well as recommendations for improvement.

The Office of Professional Standards (OPS) standardized the administrative investigative process. Chain of command investigations were brought in line with the investigations completed by OPS investigators with regards to format and expectations for conduct. Reference material is now provided to the chain of command to ensure consistency and quality of investigations.

The Office of Professional Standards worked with the County Attorney and County Human Resources to update and improve the disciplinary policy. The updated policy provided improved definitions regarding discipline, and definitive guidance regarding grievance procedures.

Uniform Operations Bureau

In 2017, the receipt, distribution, and training with body-worn cameras (BWC) was completed. The BWC program is designed to improve transparency between community members and the police department, and to enhance documentation of police interactions. The BWC deployment has largely been well received from the community and department members.

The department opened the Falling Creek Police Station at 5701 Jefferson Davis Highway. This facility provides enhanced customer service capabilities to the community members in the area. The facility is staffed with a desk officer who provides information and resources to the community. This station is ideally located to not only provide customer service to the residents of the area, but also serve as an excellent base of operations for police patrol services and community policing activities.

A grant proposal was presented to and accepted by DuPont representatives that focuses on community, youth, and crime prevention. Chesterfield Community Family Fun Day is an event that focuses on fun and relationship building between the police department and the community. This event will allow the community to interact with police officers and learn about the resources provided by the department and other county services. Kids and Cops Neighborhood Rides are designed to provide positive social interaction between youth and police officers, all centered around bicycles. The program will also provide many youths with education about bicycle safety and operation, as well as a bicycle and helmet of their own. The education will occur at a police officer-led bicycle rodeo, and be followed by a neighborhood ride with officers and youths. The Falling Creek Community Mini Academy builds on the already successful Community, Senior, and Teen Academy models. This program is focused on non-English speaking members of our community and endeavors to build relationships and transparency between those members of the community and the police department, while educating the members about personal and community safety and crime prevention.

Highlights and Accomplishments Continued

The part-time officer program includes five part-time desk officers. These officers supplement platoon manpower by filling service desk officer roles filled by officers assigned to platoons, thus allowing for greater patrol officer availability in patrol. These positions will also enhance operations through the re-employment of experienced officers.

The Uniform Operations Bureau leadership collaborated with Chesterfield County Public Schools to enhance officer familiarization with school buildings throughout the county. Officers were provided tours led by school staff, of school facilities in their areas of patrol responsibility. This experience provided greater familiarity with those buildings to enhance emergency response.

Investigations Bureau

Criminal Investigations Division:

On June 9, 2016, a series of larcenies from autos occurred in a south district neighborhood. During this incident, a rifle and equipment belonging to a federal agency were stolen from one of their vehicles. The officer and detectives assigned to investigate this case immediately began conducting canvasses and interviews in the area, and working closely with agents of the agency. A break in the case came when a detective was interviewing three suspects from a larceny from auto case he was investigating and observed that the cases were close in relation to each other. The detective obtained confessions from his suspects that they had stolen the rifle. The suspects told the detective the rifle was taken from them when they attempted to sell it to a person they knew. The four suspects were charged with numerous larceny and weapons charges. The officers and detectives demonstrated professionalism, teamwork, and interagency cooperation in the investigation and clearing of these cases.

On September 4, 2016, patrol units responded to a shooting call in a south district neighborhood, locating two victims deceased from gunshot wounds. A third victim had been taken to the hospital with a gunshot wound to the leg. Detectives arrived with an extensive crime scene and multiple potential witnesses. Through interviews of multiple witnesses, it was learned the incident stemmed from a large party thrown at a vacant residence with over 200 people in attendance. The suspects involved were identified as gang members or associates. In the early morning hours of October 20, 2016, the Chesterfield County Police Department, in coordination with Richmond Police Department, Virginia State Police, Federal Bureau of Investigations, and the U.S. Marshalls Service, successfully executed simultaneous high-threat assessed search warrants. This search warrant operation was among the largest multi-agency search warrant operation conducted by the Chesterfield County Police Department. Nine total suspects have been charged through warrants or indictments, with charges including second degree murder, gang participation, and use of a firearm.

As part of the investigation of the September 4th double homicide, numerous forensic investigators were called out to process the crime scene. The investigators spent a total

Highlights and Accomplishments Continued

of five days at the scene, during which they operated metal detectors to find and collect cartridge casings, and processed multiple cigarette butts, hair fibers, drink containers, electronics, samples of biological material, and multiple miscellaneous items. After completing the evidence-collection phase of the investigation, investigators spent multiple days appropriately packaging the evidence at the forensic lab, and preparing the items for storage at police property. Upon the completion of the forensic phase of the investigation, a total of 871 pieces of physical evidence, including 92 cartridge casings, had been collected. Investigators are to be commended for their very dedicated and meticulous forensic work on this incident, which will greatly assist detectives and prosecutors during court proceedings.

On November 1, 2016, a man was shot and killed in front of his residence in northern section of Jefferson Davis Highway. The assigned detectives had minimal information on possible suspect(s). With their investigative skills and ability to gather information effectively, they gained information on a possible lead to the murder. Detectives used the tools and resources available to them, including Crime Solvers and social media, for further intelligence and began to learn there were four possible suspects. The detectives and forensic technicians traveled to North Carolina, where search warrants were executed and all four suspects were interviewed regarding the murder. During the interviews, confessions were obtained from three of the four suspects. The detectives and forensic technicians worked long hours and traveled several times back to North Carolina to gather more details for this case. This case was a joint effort by several different jurisdictions, and the detectives and forensic personnel who assisted remained professional, bringing closure on many different levels and for the various people involved.

Police personnel observed an increase in burglaries in two north district beats. In many of the burglaries, a window was broken at the rear of the residence to gain entry. After one of the burglaries, a suspect was developed. This information was passed to the Tactical Investigations Unit (TIU). TIU detectives believed the suspect was selling items to a business in the county that was under surveillance. Detectives assisted in the recovery and inventorying of the stolen items from the business and the suspect's residence, including firearms, tools, electronics, and jewelry. Detectives interviewed the suspect and obtained confessions for numerous cases. The teamwork shown by detectives in the investigation helped bring these cases to successful conclusions.

Special Investigations Division:

Between July 2016 and June 2017, special investigations detectives investigated numerous gang members suspected of supplying heroin that resulted in overdose deaths in Chesterfield County. Detectives obtained multiple search warrants for members of the gang and one non-gang member. With the assistance of the Fugitive Task Force and Drug Enforcement Administration (DEA), the Vice and Narcotics Unit executed multiple search warrants, which resulted in the recovery of four firearms, ammunition, scales, heroin residue, cash, and gang paraphernalia. As a result of an investigation into several heroin overdoses, the Vice and Narcotics Unit executed a

Highlights and Accomplishments Continued

search warrant on two separate individuals at a residential mobile home park in the south district. The unit executed multiple search warrants which resulted in the recovery of cocaine, methamphetamine, marijuana, firearms, and a significant amount of cash.

The Tactical Investigations Unit assisted criminal investigations detectives with a homicide investigation that occurred in November 2016. The detectives traveled in the late evening hours to another state to set up surveillance on three locations. They relayed information on the locations to detectives, who obtained search warrants for the residences. TIU took an active role in locating, identifying, and arresting the suspects with the assistance of the local law enforcement agency located in another state.

During the first and second quarter of 2017, the Fugitive Section exceeded all expectations. The Fugitive Section added one detective position and had one TIU detective reassigned to help serve unexecuted warrants. These additional detectives assisted the two existing fugitive detectives assigned to the U.S. Marshalls Service Task Force by focusing on local unserved warrants. The Fugitive Unit worked as a team and increased arrests over the first and second quarters of 2017 by 110 percent; felony warrants served were increased by 140 percent and misdemeanor warrants served were increased by 337 percent.

In July 2017, a special investigations detective interdicted a United Parcel Service package containing 8 pounds of marijuana to be delivered to a residence on Shoreham Drive. The Vice and Narcotics Unit executed numerous search warrants between the end of July and August at multiple locations, to include financial institutions. The suspect was charged with trafficking narcotics into Virginia from California and was taken into custody during one of the operations. This investigation resulted in the recovery of more than 55 pounds of marijuana and the seizure of a significant amount of cash.

Administrative Support Bureau

Personnel & Training Division:

The Personnel Unit processed 4,352 applications for employment, tested 446 police recruit applicants, and completed 275 background investigations. The department hired 71 new full-time employees this fiscal year. The Personnel Unit also completed 6,384 background/fingerprint investigations for county recreational coaches, fire, contractors, and concealed weapons permits. The unit also hosted or participated in 135 recruitment events.

The Personnel and Training units worked in conjunction to hire and train 33 police recruits during this fiscal year. The unit hired and trained five pre-certified officers who graduated in June 2017. This involves the extensive application and testing process, the background investigation process, a 32-week training academy, and field training, all of which require extensive participation and cooperation between both units in the division.

Highlights and Accomplishments Continued

The academy has participated in the Metro Leadership Academy, which is a regional training effort targeting public safety managers across the region regardless of discipline. The academy staff updated the training facility with new carpet, paint, chairs, and the purchasing of a new MILO system, and additional classroom space was added.

The Personnel Unit renewed its commitment to diversity in hiring and achieving a police department that is reflective of the community. The Personnel Unit revised the Recruitment Strategic Plan for Diversity and Ethical Hiring, and has re-envisioned the department's long-term recruiting strategy to include off-site testing and innovative means of advertising. This allows the department to continue to further Chesterfield County Strategic Goal 1:4, which is to, "Attract, develop, and retain a diverse, high performing workforce."

The Training Unit has remained committed to establishing regional training partnerships to further interagency cooperation. As a result, the partner use of the Enon Driving Facility has increased. The facility is currently used by Henrico Police, Capitol Police, Virginia Department of Game and Inland Fisheries, and Crater Academy. The Training Unit hosted two general instructor schools, IMPMBA Police Bicycle school, and Hostage Negotiation school at the Eanes-Pittman Public Safety Training Center for both law enforcement and fire safety partners. In addition, the training academy conducted Driver Instructor and Firearms Instructor courses.

Information Services Division:

In April 2017, the Chesterfield County Police Department began the training of personnel in the use of the Axon Flex 2 body-worn camera. Police Systems Support personnel have been instrumental in organizing, assigning, and overseeing the rollout of these cameras, and have worked closely with the vendor to solve any issues that arose. Additionally, a full-time sworn position was created (digital evidence custodian) to deal with quality control and video requests. Full deployment of all cameras is now complete.

Police Systems Support completed the deployment of (175) iPhone 6 cell phones to members of the police department. Working in coordination with county IST, police Systems Support enabled each cell phone with DUO, a dual authentication software.

The Accurint Crime Analysis software was placed into service during this fiscal year. Department member training has been conducted in yearly in-service classes by members of the crime analysis section. This training continued through November 2017. Additionally, members of the section have worked closely with this company to add a crash module and prolific offender module, both of which have been placed into service.

Members of the Systems Support Unit worked closely with Chesterfield County Information Systems Technology (IST) to implement all technological needs of the newly opened Falling Creek Station. This included upgrading data communication connections, installing 12 desktop computers, a laptop computer, 14 body camera docking stations, phones, copiers, a conference room cable TV, and a security system.

Highlights and Accomplishments Continued

The Systems Support Unit worked with Chesterfield County IST to rollout the Office 365 platform, and upgraded all generic computers to a more recent version of Microsoft Office to ensure compatibility with the Office 365 software.

Operational Support Bureau

Management Services Division:

The Property and Evidence Unit maintained a 100 percent compliance and audit rate for all unit transactions. Over 60 percent of the property evidence forms were returned to the unit, and well over half of these allowed for the disposal of the listed items. The Evidence Committee and Property and Evidence Guideline sheet assisted officers and detectives with determining disposal or continued storage of numerous evidentiary items. The camera surveillance system for the property and evidence building was upgraded to a new digital system including cameras, servers, and monitors, and in addition, 10 locking systems were upgraded to include swipe card readers.

The division conducted an effective large-scale active threat training exercise at Carver Middle School in October 2016. The exercise involved over 350 participants. The exercise allowed evaluation of policies and procedures to be followed during an active threat situation. It also evaluated the interaction and response by multiple agencies and identified shortcomings in communication and management. The division developed a Supervisor In-Service lesson based on some of the issues identified by this exercise. The lesson plan is focused on planning and managing calls for service, as well as large-scale incidents that rely heavily on the Incident Command Structure.

To help in rebranding, Crime Solvers launched a new logo. The successful rebranding and use of the logo has been embraced by community members and the scholastic Crime Solvers Program. Crime Solvers switched from the Tipsoft program to the P3 app. P3 is a partnership of the public, police, and private sector for receiving web and text tips. P3 has tripled the amount of web and text tips the program receives. It allows for immediate communication back to the tipster for additional or updated information; Tipsoft did not allow Crime Solvers to communicate back to the original tipster.

The Chesterfield Police Department's Facebook account has surpassed 14,000 "likes" and continues to be a very successful platform for reaching out to the public with creative and informative messages. In addition, five additional department members are providing information on Twitter for the department. Twitter allows for timely updates on incidents and events. The department launched CCPD Productions through the purchase of a camera and editing equipment. This is an innovative way to reach department members through highly effective video messaging. The department is also working on videos for the public for recruiting, safety, event advertising, crime prevention, traffic safety, and more.

Highlights and Accomplishments Continued

Community Services Division:

The 2017 National Night Out event led to a ranking of fifth place across the country in similar sized jurisdictions.

In efforts to reduce opioid abuse, Community Services set up and participated in five Medication Take-Back events. In these five events, over 2,700 pounds of unused medication were collected.

The Five-0 Fridays Program is a successful effort in which School Resource Officers (SRO) plan community events in two major apartment complexes to interact with children. These children are exposed to various basic functions of police work. This interaction between these children and the SRO's helps build positive relationships.

Community Services purchased and issued laptop computers to all the Child Safety Officers to allow them to better prepare and present lesson plans in the elementary schools.

The implementation of the TRUST Program has become part of the school curriculum in the eighth and tenth grades. This program was developed to help students understand the daily activities of a police officer through explanations of why police do the things they do. It also covers expectations of students during encounters, and provides information on what students can expect from police. Topics dealing with commonly committed crimes and traffic offenses are discussed, along with internet/social media safety.

Animal Services

Through grants awarded by Maddie's Fund, the Animal Services Unit provided more services to the community members, and held more events to adopt homeless dogs and cats from the shelter. The unit held 61 events in 2016 and continues to hold the same number of events in 2017. The live exit rate for 2016 increased to 76 percent and euthanasia decreased to 18 percent.

The Animal Shelter HVAC Renovation Project began in 2016. This was a roughly \$500,000 project to replace a worn out HVAC system. This project was completed in 2016; the new air return unit replaces the air about 10 to 12 times an hour. The air quality and the unpleasant smells inside the kennel areas have improved. The county has not received any complaints since the new system was activated.

The Animal Services Unit continues to collaborate with the Chesterfield County Humane Society to help community members and homeless animals. The humane society began several new programs to promote homeless dogs and cats at the shelter and continues to support these programs. The humane society is providing sponsorships from community members in the county to provide a "no fee" adoption on dogs and cats that need additional promotion to help them find a home. The humane society also promotes

Highlights and Accomplishments Continued

the Animal Services Unit's Free Ride Home Program by selling tags to community members so Animal Services officers can return the dogs or cats to their rightful owner. The program helps to keeps the pets from coming to the shelter. The Food for Paws Program, which provides food to pet owners, continues to help animals stay in their homes. The humane society continues to fund this program which has reduced the number of dogs and cats entering the shelter.

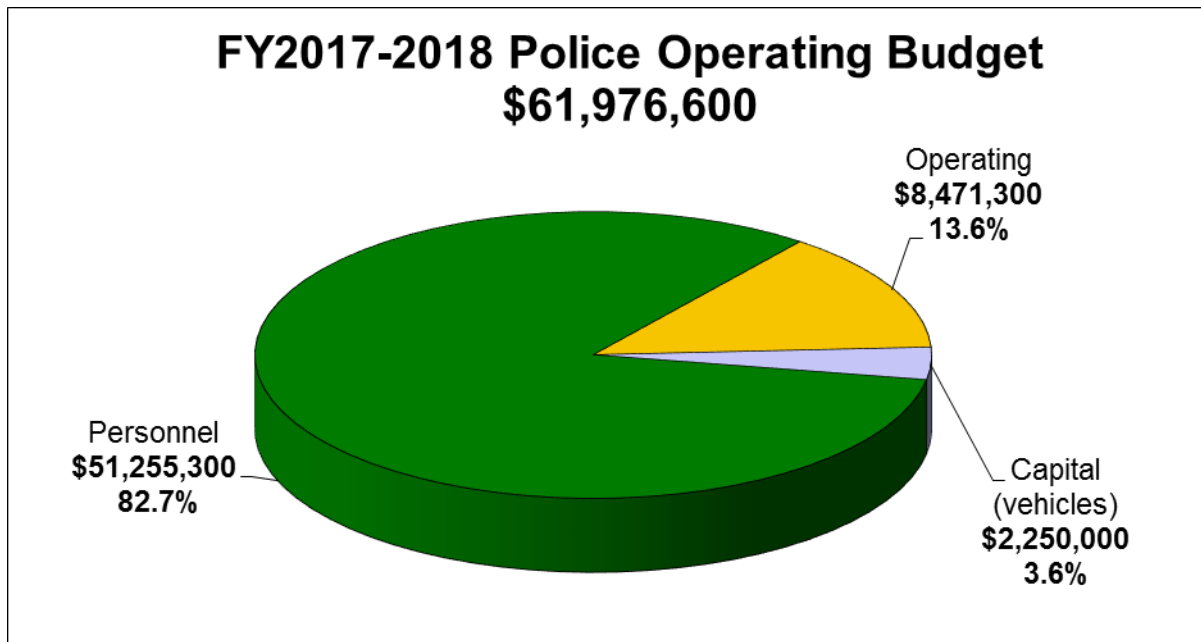


Departmental Performance Plan Budget Analysis

The 2016 Citizen Satisfaction Survey for Chesterfield County showed that 93 percent of residents feel safe in their neighborhoods, and 81 percent say the overall public safety services are good to excellent.

The police department continues to have good fiscal policy and strives to operate efficiently and economically within its allocated budget. That being said, it is only through additional funding that major issues can be adequately addressed, and the department's objectives achieved. The FY2017-2018 adopted budget included funds for career development along with phase I funding for an enhanced career development program for sworn personnel, an increase to starting salary for police officers, five part-time sworn positions, one automation analyst position, and a two percent merit increase for all eligible county employees. The budget also included operating funds for the body-worn camera program and the new Falling Creek Station.

In keeping with Chesterfield County's vision to be a recognized leader in local government across the commonwealth, the police department continues to be one of the most efficient and productive law enforcement agencies in the state.





Departmental Performance Plan Benchmarking

The police department continues to improve performance by identifying and applying best demonstrated practices within law enforcement. One of the methods used by the department to measure performance is benchmarking. The following charts show the comparisons among Virginia localities with similar population and size.

Locality Comparison Chart:

County	Population	Incident Rate Per 100,000 Residents	Total Incidents	Total Sworn (FY2018 Authorized)
Chesapeake	240,485	6303	15160	387
Henrico	321,233	5196	16693	639
Prince William	439,291	3019	13265	611
Chesterfield	333,963	4887	16321	503

Source: Data obtained from Virginia State Police Crime in Virginia Report 2016, published December 2016. Note: Statistics above may not reconcile to Chesterfield Police Key Measures due to the timing of the publication.

Cost per Capita Comparison Chart:

County	FY2018 Budget	Cost per capita
Chesapeake	\$55,932,172	\$236.46
Henrico	\$75,054,847	\$227.97
Prince William	\$101,348,292	\$223.04
Chesterfield	\$61,976,600	\$182.42

Source: Data obtained from each jurisdiction's official website.



Departmental Performance Plan Future Outlook and Analysis

How may department programs & objectives change over time to better align with the county's strategic plan goals, given the future outlook?

Throughout the year, the police department continued to align its many programs and initiatives to meet both its goals and the county's strategic goals. Each year, the chief of police, deputy chiefs, and bureau commanders work with the Finance Unit to complete the Departmental Performance Plan. The plan includes department goals, statistics and workload indicators, highlights and accomplishments, and future challenges. Each year, new resource requests are identified, prioritized, and submitted for review and approval through the planning process.

How is the department addressing and/or planning to address unfunded needs, critical issues, changes in legislation, or other future financial considerations?

The Finance Unit works closely with the chief of police, deputy chiefs, and command staff to identify and monitor unfunded needs. A review of all line-item expenditures is completed annually and any budget savings are identified, and, if appropriate, a reallocation of funds within the police department target is completed at that time. The department continually reviews current-year expenditures against budget figures, as well as reviews all aspects of police operations, ensuring that it is attempting to address future challenges. The department is committed to maintaining its high standard of quality, responsiveness, and essential services to the community.



Departmental Performance Plan Future Challenges

In the coming years, the police department will face several major challenges that will affect its ability to provide quality service. This Departmental Performance Plan addresses strategies for coping with the affects these issues will have on the police department and the service it provides.

Future Challenges - Police Department

1. Employee hiring and retention
2. Employee compensation
3. Maintaining adequate staffing levels to meet increased demands for service
4. Continue to stay on top of technology changes, to include the regional public safety radio project, countywide public safety Computer Aided Dispatch, and Police Records Management System upgrades
5. Maintaining the department's high level of fiscal responsibility
6. Vehicle traffic and traffic-related problems
7. Serving multi-lingual communities
8. Maintaining adequate and proper deployment of resources for county and student population growth
9. Opioid and heroin epidemic

**Chesterfield
County**



Police Department

"First Choice Community through Excellence in Public Service"

Departmental Performance Plan Future Challenges

Future Challenges - Animal Services

1. Ability to provide medical treatment, cleaning supplies, and food for the growing number of animals being brought in due to the philosophy, which is to not euthanize any healthy animal
2. Maintaining adequate staffing levels to meet the demands for service
3. Maintaining a proactive and educational approach with local organizations and the public community on the Trap-Neuter-Return Campaign that is focused on feral cats