21ˢᵗ Century Policing Plan Alexandria Police Department
October 2020

Introduction

The 21ˢᵗ Century Policing initiative was released in May 2015. In 2017, the Alexandria Police Department (APD) embraced and adopted the 21ˢᵗ Century Policing philosophy. APD first examined the recommendations applicable to local policing and determined the level of internal compliance in each of the recommendations suggested in the initiative. APD also identified those initiatives which will require an on-going departmental effort. Each year, APD has re-examined its 21ˢᵗ Century Policing efforts and has updated this plan to promote departmental accountability and transparency. APD believes its 21ˢᵗ Century Policing efforts are also incredibly important to the effective provision of police services to the City of Alexandria.

Prior APD Efforts

The contents of the 21ˢᵗ Century Policing plans developed and published by APD have outlined departmental conformance with many of the 21ˢᵗ Century initiatives. These prior editions have also listed APD's ongoing efforts and other initiatives. Many of the latter are efforts to promote transparency. Some of the significant accomplishments and ongoing activities that were outlined included:

Working with the Human Rights Commission on oversight.

APD has a long-standing relationship with the Commission to provide executive level briefings on key issues. Departmental staff provided regular briefings on the use of force incidents involving APD employees and citizen complaints. They also provided other information on hiring demographics and other issues of interest to the Commission. The Chief of Police also attended full Commission meetings to address specific issues and/or concerns of the Commission.

Publishing APD Directives

In 2017, APD published all of its internal policy directives. This effort was to promote transparency of departmental guidelines and enabled the public to view and even comment on internal APD practices.

Creating an Internal Advisory Group

The Chief of Police created an internal Community Advisory Team (CAT21) in 2017. This team involved members of the community that could provide the Chief with insight on departmental 21ˢᵗ Century Policing activities. CAT21 has regularly convened to provide this input.

Publishing Activity Reports

APD has for many years published certain types of annual reports on policing in the City of Alexandria. Many of these reports, e.g.; Part I and Part II Crime Data, are the typical reports released by police agencies across the country.

However, since 2017, APD has also produced and published a number of other annual reports in conjunction with its 21st Century Policing efforts to promote transparency. These reports include:

Traffic Citation and Stops – This report involves demographic data on traffic citation and stops using a model developed with the assistance of George Mason University's Center for Evidenced Based Crime Policy.

Use of Force – This annual report provides aggregate date on the departmental use of force.

Participating in the Alexandria's Equity Effort & Diversion

Alexandria began the development of an equity effort in 2019. APD volunteered to participate as part of this effort since its inception. APD believes the 21st Century Policing approach aligns with the goal of promoting equity to both Alexandria residents of and visitors to the city. As part of this effort, APD participated in city efforts designed to promote diversion away from the criminal justice system including the city's youth diversion program, drug court diversion effort, and the GARE initiative. The department has also been involved in discussions concerning the influence of mental health, substance abuse, and domestic violence initiatives on its calls for service. APD has been very interested in moving toward intervention programs that would reduce the number of such calls for service and redirect individuals into some services which do not involve the criminal justice system.

APD's Position on Federal Immigration Enforcement

In 2017, APD participated in a number of community meetings to discuss immigration enforcement. The department has since conducted a number of similar meetings on this issue since then. During these meetings, the community was advised that federal immigration is considered an administrative activity conducted by the federal government and, by law, APD officers are precluded from enforcing federal immigration efforts. This position remains the same today.

School Resource Officers (SROs)

At the request of the Alexandria City Public Schools (ACPS), APD has providing SROs to its high schools and middle schools for decades. As part of its 21st Century Policing efforts, APD reviewed its agreement with ACPS and clarified the role of these SROs. Language was included

in the agreement to specifically preclude SROs from engaging in the enforcement of ACPS administrative rules. This agreement will be again examined as reaches renewal in 2020.

Officer Recruiting & Hiring

In 2017, APD began a realignment of its office recruiting effort to focus on more diversity and women. Since that time, the representation of people of color and females in the new officer hire population has improved dramatically. This progress has been reported by APD to various city commissions including the Commission on Women and the Human Rights Commission. APD has also included this information in various community briefings. This continues to be an area of focus for APD and the department anticipates publishing a demographic scorecard as part of its action items in this revised plan.

Community Policing

APD has a community policing program that has also existed for decades. All APD officers were asked to participate in such community policing as part of their regular activities. APD also created a community policing or COPS unit that has existed for much of this time. Unfortunately, staffing issues started to develop in 2011 which ultimately reduced the size of this unit. APD staffing levels improved starting in 2017 and by 2018 the COPS unit was able to double the size of its assigned strength. The focus of the COPS unit has also changed since 2018 to not only focus on community outreach events but also have COPS officers assigned to interact with specific neighborhoods within the city. These neighborhoods have faced certain challenges and the assignment of the COPS officers to these neighborhoods is designed to help the residents of these neighborhoods. The COPS officers are asked to focus on improving communication, developing relationships, and help address the issues these neighborhoods are confronting.

Data Refinement & Transparency Plan

Recognizing that transparency is a key part of 21st Century Policing, APD develop a Data Refinement & Transparency Plan in 2018. The plan address many of the departmental efforts to push activity date out for community inspection. This plan was combined into the department's 21st Century Policing plan as an annex in 2019. This demonstrated APD's interest in continually moving forward on data transparency.

Crisis Intervention Training (CIT)

APD has been participating in a program to provide CIT education to its officers for some time. This training provides officers with de-escalation techniques that can be used in potentially volatile situations as a means of avoiding the use of force. In 2017, APD established a goal of having 100% of its sworn staff and some forward facing non-sworn staff receiving this training. APD accelerated is training effort and, as of the date of the plan revision, APD has trained 60% of its sworn staff in CIT. This continues to be an on-going effort for APD.

Body Worn Cameras (BWCs)

APD has been fully supportive of introducing BWCs since the adoption of 21st Century Policing. The issue has been and continues to remain costs to the city concerning the implementation of such a program. Since 2017, APD has been monitoring BWC programs in neighboring jurisdictions and the research on BWC programs. Last year in preparation for the FY2021 city budget, APD submitted a supplemental request for a sergeant position to assist in developing a implementation strategy and costing assessment for a BWC program. Unfortunately, this position was eliminated due to budget revisions related to the impact of COVID-19. However, the department has been moving forward on these tasks even without the new sergeant position. This action is included in the proposed new projects in this updated 21st Century Policing plan.

Field Contact Reporting

In late 2018, APD convened a user group to develop instructions for field personnel to report on field contacts made with the public not related to traffic enforcement. Internally this is also referred to as 15A entries. The user group came up with guidance on recording temporary detentions, information and assistance requests, community policing efforts, and other contacts. APD made changes to its electronic reporting system in early 2019. A review of the data being reported identified data gaps which required additional changes to the data system and the instructions provided for its field personnel. The final adjustment to the system was made in February 2020 and it appears the department will be able to report this information in 2020. This was reported as an action item in earlier editions of both the 21st Century Policing and the APD Data Refinement & Transparency Plan.

Peer Support & Resiliency

As part of Pillar Six of the 21st Century Policing initiative, APD assessed the mental health program provided to its employees. This assessment was completed in 2018 and there were several recommendations to improve the existing program. These recommendations were addressed and completed in 2019. The new Peer Support & Resiliency program includes two major elements – Critical Incident & Stress Management (CISM) and Peer Support Program. Both of these elements involved significant commitment of APD staff, additional training for staff working in this area, and a sincere effort for the programs to be accepted by APD staff. APD program managers have reported that employees are making good us of these programs.

These are but a few of the major 21st Century Policing efforts that APD has engaged in since adopting the program. There are even more details on these collective efforts that are discussed in the annexes of this revised plan. These clearly highlight the APD's continued commitment to the goals of 21st Century Policing.

Recent Events

Two significant events took place in 2020 that have affected APD and the City of Alexandria in a major way. The first of which was the emergence of COVID-19 as a pandemic across the country. Alexandria leaned forward early in preparing for the pandemic and APD was a part of the initial planning and execution of the City's response which started in early February 2020. This early planning enabled APD and other City departments to acquire a limited supply of certain equipment, like personal protective equipment, in preparation of the pandemic. This early work helped APD to remain viable and operational at the outset of the pandemic.   In the early stages of the pandemic, APD adjusted some of its service delivery and enforcement protocols to reduce potential exposure to its employees while still being responsive to the community's needs. Some of these measures had a major impact on the department's 21st Century Policing efforts. For example, the SRO program was shut down when ACPS went to virtual instruction, the COPs units suspended community policing events due to social distancing, and APD outreach to neighborhood associations went virtual or were cancelled. The city went so far as to cancel the annual National Night Out program for 2020.

As more scientific information and guidance on the nature of COVID-19 became available and protective protocols were developed, APD was able to return to many of its traditional policing activities. However, various restrictions related to social distancing and individual protection from infection were obstacles that remained. APD adjusted its procedures accordingly to protect the public and its employees. Some of these constraints have presented challenges for APD especially in the area of community outreach. Nevertheless, this updated plan includes renewed efforts at this outreach with adjustments to prevent the spread of COVID-19.

The other issue which significantly affected APD in 2020 was the public discourse regarding policing in the country following the killing of Mr. George Floyd in Minneapolis, Minnesota in May 2020. This event shocked the nation and the men and women of APD.

Following this tragedy, APD staff responded to local events in a very professional manner. There were numerous 1st Amendment demonstrations organized in the city and APD staff helped to facilitate the peaceful exercise of these demonstrators. APD staff, in some cases, were asked to participate in these events and did so. This was seen as a demonstrative effort by APD staff that the killing of Mr. Floyd and the other tragic events highlighted in the discourse was not in keeping with the philosophies and principles they personally held and those adopted by the department.

APD staff also participated in numerous virtual community meetings and interacted with the community. APD listened to the concerns expressed during these meetings. APD also responded to numerous individual requests for information regarding APD policies and practices which came from residents and other across the nation. APD's early efforts in 21st Century Policing was a significant asset in responding to these inquiries.

The Alexandria City Council also adopted a resolution during this period of time calling for the creation of a separate review board to oversee policing operations in the City.

All of these events had a significant impact on the men and women in APD. APD staff have dedicated themselves to protecting the City of Alexandria and earning community respect for many years. This event and the resultant national dialogue as well as the COVID-19 pandemic have had a significant personal impact on all of the APD staff. Many of them have since gone through a personal introspective examination of their chosen profession like many other law enforcement officers across the nation have done. Despite these challenges, both personal and professional, the APD staff maintained its continued commitment to City of Alexandria.

In response to the challenges this discourse presented, APD took some initial steps to provide clarification on its policing approaches and its 21st Century Policing efforts. These actions included:

Creating a Frequently Asked Questions (FAQs) Section on the APD Website

In response to the many questions generated from the national policing discussion, APD developed a FAQs section on its website which answers many of these questions. The FAQs also provide links to reports and specific published departmental policy. The FAQs were well received by those that had viewed them.

Town Hall Meeting Feedback

APD found the many town meetings very instructive. In many cases, APD identified areas of community interest in its activities. Some of this shaped the development of the FAQs. Some of this feedback was considered in developing the action items outlined in this new revision of the APD 21st Century Policing plan.

Virginia Community Policing Act Reporting

This Act became effective July 1, 2020 and was mentioned in many of the June community meetings. APD was already moving forward with aligning its data collection procedures to conform with the data collection requirements established by the Act and outlined by the Virginia State Police. Fortunately, the earlier efforts of APD in its 21st Century Policing and Data Refinement & Transparency Plans made this much easier for APD to report that it was able to capture the required data elements prior to the effective date of the Act.

Organization of the 21st Century Policing Plan

Again, the challenges of 2020 have been great for APD and have proven the need for APD to continue in its 21st Century Policing efforts. As such, this edition of the APD 21st Century Plan was developed after carefully reviewing all the action items in the 2015 21st Century Policing report and a careful review of the past APD plan to incorporate the challenges caused by 2020 developments. This edition of the plan is designed to outline the future efforts of APD to further improve community relations and transparency.

The plan includes several annexes. Annex A lists 21st Century Policing Task Force recommendations which have already been addressed by APD with specific references to the actions APD has taken. Annex

B includes those Task Force recommendations that are either on-going in nature or ones that are new but related to a task force recommendation. Finally, the APD Data Refinement & Transparency Plan can be found in Annex C. The new action under each recommendation is highlighted for easy identification. The following is a list of some of the major action items found in the Annexes:

- As noted earlier, APD will be addressing the use of BWC technology again in 2020. An updated assessment will address implementation costs for a camera program for consideration by the City Council in 2020.

- APD will work with the City Manager's Office in developing the community review board proposal requested by the City Council. APD will adhere to requirements of reporting as required by the new approach that is adopted.

- APD will be working with the Department of Community and Human Services to develop a team response for mental health and other calls for service. The goal of this program is to examine the usefulness of this approach as a diversion/intervention approach for mental health cases rather than relying on the criminal justice system. This program will be in place in the third quarter of 2020.

- APD will discuss the School Resource Officer program with the Alexandria City Public Schools System in September and October to coincide with the renewal of the memorandum of understanding between the two entities.

- APD will develop a youth engagement plan for the department by December 1, 2020

- APD will conduct townhalls throughout the city especially in those areas where there is a need to improve relationships. These townhalls will focus on obtaining community input on issues APD should address to improve community relationships.

- APD will develop a plan to address community relations by December 1, 2020.

- APD will work with the City's Office of Housing to identify opportunities to promote officer's residing within the City. The results of this effort will be completed by December 31, 2020.

- APD is currently reviewing its arrest data to identify any potential areas of disproportional representation. This review will focus on systematic and policy drivers which may influence this disproportionality. The data review will be completed by August 31, 2020. A plan outlining corrective action if required will be completed by September 30, 2020.

- APD will update its leadership training program by November 1, 2020

- APD will report data quarterly as required by the Community Policing Act. Additionally, APD will also post the contact information it has captured at the same time. This data will also be posted on the department's website.

- APD will be redeveloping its website to make it easier to find reports, directives, and other information the public may be interested in. The new site will also include a calendar of APD events.

APD will continue to provide a number of key specialized programs that it believes are at the core of 21st Century Policing delivery. The provision of services through these programs may be modified due to COVID-19 related issues, e.g.; social distancing, but they will continue to provided in support of developing and maintaining respectful relationships between the community and APD. The programs include:

Community Associations

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

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

Community Police Academy/Youth Academy

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

Youth Engagement Programs

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

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

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

Volunteer/Internship Programs

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

The department has participated in a number of internship efforts over the years mostly focusing on college students. These efforts have provided the interns with valuable experience in their areas of interest. This past year, the department conducted an experiment to expand the internship program to include local high school students. This experiment was so positive the department has elected to expand the program with a focus on getting T. C. Williams and local private high schools to participate.

Internal Investigations/Complaints

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

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

Commendations

The department routinely receives positive comments from the public on its programs and the performance of its officers. These comments enter the department from several sources, and the feedback is then given to the involved employees. T he department uses an automated system to capture the number of positive comments it receives. The department also shares such feedback with APD staff as appropriate.

Communications

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

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

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

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

Events Calendar

The City of Alexandria calendar includes Alexandria Police Department events and Public Safety related   events that are open to the public. APD specific events can be viewed at:

https://apps.alexandriava.gov/Calendar/?sc=289 . The three most current events can always be viewed on the header of the APD homepage. The header automatically updates as each event date approaches.

ANNEX A

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

September 2020

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

1.1   Recommendation:

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

> *Policy citations: Directive 1.1 Mission (note 1.1.03)*
>
> *Directive 2.3 Complaints and Disciplinary Actions*

1.2   Recommendation:

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

> *The programs and policies adopted by the APD over the past few decades reflect the need to apply fair and impartial policing. These programs and policies are revised to be consistent with current law/standards as required. These same policies are also routinely examined by an independent agency - CALEA – to ensure this condition continues.*
>
> *Additionally, new APD officers receive training prior to their field training on the history of APD and the city. This includes social and other challenges faced by the city and the department.*
>
> *Specific attention is also given to the challenges currently faced by APD which leads to the further professional development of the department.*
>
> *While at the Academy, new officers also receive training at the Northern Virginia Criminal Justice Training Academy (NVCJTA) on subjects related to this recommendation. NVCJTA basic training includes blocks of instruction on:*
>
> - *The history of law enforcement which includes some of the social challenges faced by the profession.*
> - *Issues related to bias in policing and the history of racially based policing.*

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

1.4   Recommendation:

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

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

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

1.5   Recommendation:

Law enforcement agencies should proactively promote public trust by initiating positive non-e n f o r c e m e n t activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.

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

> *The department will be evaluating its data to identify opportunities for diversion and other modes of dealing with issues in the City's neighborhoods.*

> > *Action items:*
> >
> > - *APD will work with other City departments and develop a plan to address prevention, intervention, and diversion opportunities rather than relying upon the criminal justice system to address neighborhood issues.*
> > - *APD will also discuss partnership opportunities with OAR to assist in preventing reintegration of offenders and prevent recidivism. The resultant program will be implemented by January 1, 2021.*

1.6   Recommendation:

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

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

2.5 Recommendation:

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

Policy citations: Directive 1.10 Accreditation Preparedness

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

2.7   Recommendation:

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

Policy citations: Directive 13.03 Annex 5 Demonstrations and Civil Disorder

2.8   Recommendation:

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

Policy citations: Directive 2.3 Complaints and Disciplinary Actions

The City's Human Rights Commission has provided external review of complaints involving APD. APD also provides reports on citizen complaints, internal investigations related to discrimination, and use of force events as required by the City. The City is currently moving towards the creation of a law enforcement review board. APD will fully adjust to the new reporting requirements stemming from the creation of this board. The following action items relate to the creation of this board.

> *Action Item:*
> - *APD will work with the City Manager's Office in developing the proposal requested by the City Council. APD will adhere to requirements of reporting as required by the new approach that is adopted.*

2.10 Recommendation:

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

> *Policy citations: Directive 10.37, Warrantless Search*

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

2.11 Recommendation:

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

> *Policy citations: Directive 2.2, Rules of Conduct*

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

2.12 Recommendation:

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

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

2.13 Recommendation:

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

> *Policy citations: Directive 2.4, Non-bias Policing*

3.2 Recommendation:

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

>Policy citations: Directive 3.3, Mobile Computers
>Directive 10.4,0 License Plate Reader Program

4.1 Recommendation:

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

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

4.3   Recommendation:

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

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

Actions:

- APD will be working with the Department of Community and Human Services to develop a team response for mental health and other calls for service. The goal of this program is to examine the usefulness of this approach as a diversion/intervention approach for mental health cases rather than relying on the criminal justice system.

4.4   Recommendation:

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

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

4.7 Recommendation:

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

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

Following the public interest in policing across the nation and locally expressed in 2020, APD received many comments concerning its interaction with youth. The following action items are planned to address these issues:

Action items:

- *APD will discuss the School Resource Officer program with the Alexandria City Public Schools System in September and October to coincide with the renewal of the memorandum of understanding between the two entities.*
- *APD will develop a youth engagement plan for the department by December 1, 2020.*

5.7 Recommendation:

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

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

5.11 Recommendation:

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

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

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

5.12 Recommendation:

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

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

5.13 Recommendation:

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

Policy citations: Directive 5.1, Patrol Training Program

6.2 Recommendation:

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

Policy citations: Directive 4.19, EAP
Directive 6.2, Body Armor
Directive 10.11A, Emergency Vehicle Operation
Directive 4.5, Critical Incident Stress Management

6.4 Recommendation:

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

Policy citations: TECC Program

Directive 11.10, Active Violence
Directive 6.2, Body Armor

6.6 Recommendation:

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

Policy citations: Directive 6.4, Vehicle Use and Maintenance (6.4.02(A)10)
Directive 6.2, Body Armor

ANNEX B

ONGOING 21ST CENTURY POLICY TASK FORCE

RECOMMENDATIONS BEING ADDRESSED BY THE

ALEXANDRIA POLICE DEPARTMENT (APD)

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

1.3 Recommendation:

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

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

1.7   Recommendation:

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

> *The City of Alexandria has conducted and will continue to conduct surveys designed to assess the public's perception as to APD performance and the delivery of police services. A most recent survey indicated the residents are very satisfied with the APD and the police services it provides. The overall level of satisfaction in the 2020 survey was over 89%, however, the survey also indicated that only 79% of the respondents believed the agency fostered a positive relationship with community members. This represents an opportunity for the department to improve. The following action items will be taken during 2020 to address this opportunity:*
>
> > *Action Item:*
> >
> > - *APD will conduct townhalls throughout the city especially in those areas where there is a need to improve relationships. These townhalls will focus on obtaining community input on issues APD should address to improve community relationships.*

- *APD will examine opportunities to conduct independent customer surveys to measure level of satisfaction and/or trust in the community. This will be addressed in the community relations plan.*
- *APD will develop a plan to address community relations by December 1, 2020.*

1.8   Recommendation:

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

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

APD also recognizes the value recruiting from the local community and also providing opportunities for its staff to live within the City. The following action item will address the latter:

Action item:

- *APD will work with the City's Office of Housing to identify opportunities to promote officer's residing within the City. The results of this effort will be completed by December 31, 2020.*

2.1   Recommendation:

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

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

Action Item:

- *APD is currently reviewing its arrest data to identify any potential areas of disproportional representation. This review will focus on systematic and policy drivers which may influence this disproportionality. The data review will be completed by October 31, 2020. A plan outlining corrective action if required will be completed by November 30, 2020.*

2.2   Recommendation:

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

> *APD has these policies and they have been reviewed and approved during CALEA audits. These policies were posted on the APD website in August 2017. APD will continue to monitor the effectiveness of these policies and its use of force. Use of force experience will continue to be reported to the city's Human Rights Commission unless the City creates a community review board and changes this reporting requirement.*

2.3   Recommendation:

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

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

2.4   Recommendation:

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

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

2.6 Recommendation:

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

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

2.9 Recommendation:

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

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

3.5 Recommendation:

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

APD makes extensive use of web-based technology and social media to inform the community. APD participates and responds to community inquiries on police issues through the various technological systems the city has developed to promote this level of responsiveness. APD fully participates in the City's 311 system.

4.2 Recommendation:

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

APD has made community policing part of its ongoing service delivery approach. APD recently redesigned its specific community policing program to further improve its relationship with the community. This revised plan is specifically addressed in this plan. Additionally, the Community Relations Division was developed to house all community service efforts to better ensure focus in this area. As noted earlier, APD has created an action item to conduct townhalls across the city to identify gaps in its approach and develop a revised community policing plan focusing on improving relationships.

4.5   Recommendation:

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

APD has made community policing as part of its ongoing service delivery approach. APD has continually examined and redesigned its specific community policing program to further improve its relationship with the community. As noted earlier, APD has created an action item to conduct townhalls across the city to identify gaps in its approach and develop a revised community policing plan focusing on improving relationships.

4.6   Recommendation:

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

APD has a history of working with the city's youth. After a review of its youth engagement efforts, APD developed a revised program for connecting with young people. This plan includes a specific discussion of this program. APD also offers its assistance to ACPS and private schools within the City in the development of their discipline policies. As noted earlier as an action item, APD will be developing a youth program plan and will be assessing its School Resource Officer program with the City's school system.

5.2   Recommendation:

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

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

5.3   Recommendation:

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

APD has a robust training program for its personnel and a considerable amount of time is routinely devoted to developing its personnel. Recently, APD reviewed and revised its initial and ongoing training program for managers and supervisors. The program which started in the Fall of 2017 included even more instruction on leadership and effective business practices is currently under review.

Action Item:

- *APD will update its leadership training program by November 1, 2020.*

5.6 Recommendation:

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

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

The department has a goal of all sworn staff receiving this training. To date 60% of the sworn staff has received this training.

5.8   Recommendation:

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

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

5.9   Recommendation:

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

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

5.10 Recommendation:

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

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

6.3   Recommendation:

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

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

ANNEX C

Alexandria Police Department

Data Refinement & Transparency Plan

Introduction

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

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

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

To ensure the department is addressing the needs of the City, a formalized study was conducted by George Mason University in 2019. The results of this analysis will be used in examining its community policing plan and diversion opportunities throughout the City.

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

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

Officer Activity Data Collection

During the last review period, several recommendations were made to improve data collection on officer activity. These adjustments following a lengthy implementation period which required numerous corrective efforts to complete the transition. This effort placed the department in a better position to comply with the Community Policing Act which became effective July 1, 2020. The department only had to make a few additional adjustments to comply with this new data collection and the eventual reporting requirements of the new Commonwealth statute.

Ongoing Action & Implementation

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

- Continue training efforts with officers on how to enter data properly into WebRMS Miscellaneous Services.
- Continue the eCitations Pilot Program with full implementation expected to roll out in Summer of 2019. Officers who are assigned an eCitation machine will be able to automatically track all traffic stops and warnings without the completion of a Field Interview form. This will assist in quicker completion of traffic stops and more accurate demographics.
- Updates to address these new collection methods and implementation of the eCitation machine needs to be addressed in departmental Directives. Therefore, the appropriate Directives will need updating over the next year.
- As with all new methods, reinforcing and training are imperative to ensure accuracy in data collection. It is encouraged that APD spend sufficient time ensuring officers are trained on all new processes throughout the year.
- APD will report data quarterly as required by the Community Policing Act. Additionally, APD will also post the contact information it has captured at the same time. These data will also be posted on the department's website as well.

Crime Data Collection

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

- The temporal and spatial information currently collected is sufficient for APD needs but improving location information is still needed, i.e. housing/unit numbers.

- Continued improvement with the synchronization of CAD data with crime reporting data to streamline the process. This will also improve data accuracy and timeliness.

- Currently, much of the key epidemiological information is found in fields or text within the source documents that do not enable easy analysis.

- The absence of certain fields in the current reporting format presents missing data issues which make it difficult to fully understand important issues related to crime in the city.

- Closing data gaps and refining data collection programming along with temporal and spatial information currently available will lead to a more refined understanding of crime and the refinement of current interventions or even new interventions to stop crime.

Ongoing Actions

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

- Researching demographic information.
- Collecting and analysis information on the presence of mental health, substance abuse, and other social factors.
- Continuing to review and analysis the relationship between victim/suspect and ensure that reports are capturing this information.
- Complying with the reporting requirements of the Community Policing Act.
- Updating and reporting officer field contact information.

Traffic Data Collection

In August 2016, APD completed its traffic crash data report. In late 2017, APD developed its first Traffic Safety Plan and the City adopted Vision Zero; with the overarching goal to reduce fatal and serious injury crashes to zero by 2028. APD has and will annually review its Traffic Safety Plan and post the update on its website for public review. APD will be continually monitor the following issues to ensure good data entry:

1. Ensuring officers to accurate enter location information

2. Continue with the implementation of the eCitations conversion.

Assessment of Current Data and Needs

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

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