

# Police Department

## Mission

The mission of the Fairfax County Police Department (FCPD) is to prevent and fight crime. The department seeks to achieve its mission through a shared vision with our community which is to provide ethical leadership through engagement with the community to:

- Prevent and fight crime
- Improve the culture of safety at work and within the community to preserve all human life
- Keep pace with urbanization

## Connection to the Countywide Strategic Plan

The Fairfax County Board of Supervisors adopted the first-ever Countywide Strategic Plan on October 5, 2021. The Countywide Strategic Plan serves as a road map to help guide future work, focusing on the 10 Community Outcome Areas that represent the issues of greatest importance to the community. The Department of Management and Budget continues to integrate the Countywide Strategic Plan into budget documents. For information on how the agency’s program performance contributes to these goals, please see the Performance Measurement Results by Community Outcome Area. For more information on the Countywide Strategic Plan, please see [www.fairfaxcounty.gov/strategicplan/](http://www.fairfaxcounty.gov/strategicplan/). The Police Department primarily supports the following Community Outcome Areas:



Community Outcome Area	Vision Statement
<b>Healthy Communities</b>	<i>All people can attain their highest level of health and well-being.</i>
<b>Safety and Security</b>	<i>All people feel safe at home, school, work and in the community.</i>

## Focus

The FCPD’s strategic objectives across all lines of business embrace the County’s One Fairfax Policy. The department’s vision statement provides a nexus to the strategic concepts of One Fairfax as FCPD uses community input with all stakeholders to ensure an equity lens is applied to all decision-making for both administrative and operational policies and procedures. All communities deserve law enforcement services that seek to preserve all human life; thus through the use of community input since CY 2013, FCPD has become a national leader for de-escalation policies and training based on the National Decision-Making Model, increasing the number of operational crisis intervention team trained officers, increasing public communication and data transparency, and holding ourselves accountable at all times to the communities we serve.

Since July 1, 1940, when the FCPD was created, the Fairfax County community has grown to more than 1.1 million residents and has continued to remain one of the safest communities in the nation to live, work, play, and grow old. Through the concepts of One Fairfax, other County agencies and community stakeholders have ensured services provided by the County government keep pace with urbanization as exemplified by a great school system, superior human and family services, recreational services, and an economy that maintains a gold standard rating. These core strategic factors particularly enable the FCPD to enhance community outreach through the professionalism of all members of the FCPD.

Community trust is built incrementally with each interaction the FCPD has with all community members. The following are examples of continuous outreach opportunities, communication and data transparency, and accountability measures:

- Axon's My90 Feedback Program
- Community Advisory Councils
- Community Police Academy
- National Night Out
- Future Women Leaders in Law Enforcement
- Department Ride-Along Program
- Teen Police Academy
- Chief's Council on Diversity Recruitment
- Body-Worn Camera Program
- FCPD Social Media: FCPD Blog, Facebook, Twitter, Instagram and NextDoor
- Crime Data – Fairfax County Open Data (FC PoD)
- Officer Community Involvement Data
- Police Policy Workgroup
- Public Safety Cadet Program
- Annual Reports
- Police Civilian Review Panel
- Independent Police Auditor
- Fairfax County Board of Supervisors Safety and Security Committee
- Fairfax County Communities of Trust
- 30x30 Initiative

In 2022, the FCPD became the first Major City Chiefs Association member to partner with Axon's My90 platform, which is designed to collect confidential feedback from community members who interact with FCPD officers and employees. My90 is a digital tool used to engage with the public, collect feedback, and promote community trust following police calls for service. Using both data and confidential feedback, FCPD is able to take prompt action when necessary and receive real-time information on the impact they are having with Fairfax County community. Community members can provide invaluable feedback and engagement on what methodologies and practices the FCPD use that are beneficial, and what potentially needs improvement. This partnership resulted in over 3,000 responses in the first two months of deployment, which has contributed to FCPD's steadfast commitment to improve services and build stronger community partnerships.

The FCPD is committed to continual transformational change to ensure its delivery of essential law enforcement services meets the needs of an engaged, rapidly expanding, and diverse community. In addition to the use of input from both internal and external stakeholders, the FCPD submits to both national and state accreditation processes and allows academic institutions to study the organization to help improve our services and training. FCPD is nationally accredited by the Commission for Accreditation for Law Enforcement Agencies (CALEA) and in early 2021 the department was further re-accredited for the 7<sup>th</sup> time by the Virginia Law Enforcement Professional Standards Commission (VLEPSC).

During the last decade and continuing into the future, the FCPD has embraced social programs designed for the betterment of its community members along with stakeholders to actively participate in the following justice system programs:

- Diversion First
- Merrifield Crisis Response Center
- Crisis Intervention Team Training Program
- Alternative Accountability Program
- Veterans Treatment Docket
- Co-Responder Unit
- Drug Court
- Opioid Task Force

All of these partnership programs are strategically designed to divert persons from the criminal justice system whenever possible and in turn, provide co-responder services to reduce recidivism and produce positive outcomes for all our community members.

The FCPD continues to leverage technology in field operations to reduce calls for service regarding:

- Crime Prevention
- Domestic and Intimate Partner Violence
- Vehicle Crashes
- Impaired Driving
- Pedestrian Safety
- CyberCrimes
- Senior Community Member Safety
- Records Management Data
- E-summons Mobile Solutions
- Social Media Campaigns to Increase Safety and Reduce Crime

The FCPD is committed to ensuring that Fairfax County remains the safest jurisdiction of its size among the top fifty major cities within the United States. To maintain that stellar reputation, officers must be provided with the tools, skills, and training options required to successfully defuse a wide range of critical incidents. The FCPD has implemented a pilot program utilizing the BolaWrap 150 remote restraint device. BolaWrap 150 is an effective tool that assists law enforcement officers with restraining resisting individuals in a safe manner that reduces the potential need to use force. In doing so, BolaWrap 150 substantially decreases the chance of injuries occurring either to officers or community members. Furthermore, officers of the FCPD have been currently undergoing a nationally accepted training program known as Integrating Communications, Assessment, and Tactics (ICAT) that was developed by the Police Executive Research Forum (PERF) from hundreds of police professionals across the United States and is widely recognized as a modernized best practice approach to policing around the country. ICAT takes the essential building blocks of critical thinking, crisis intervention, communication, and tactics, and comprehensively integrates them into training modules for utilization on the street by police officers. ICAT is particularly designed to assist police officers who encounter individuals in the field who might be suffering from a mental health or substance abuse crisis. Predicated upon the nationally recognized Critical Decision-Making Model, ICAT seeks to help officers properly assess situations, make safe and effective decisions for all involved individuals, and properly document and learn from their actions. ICAT further incorporates different skill sets into a unified training approach that emphasizes scenario-based training exercises in addition to lecture and case-study examples. All FCPD officers in the fall of 2022, completed

mandatory Active Bystandership for Law Enforcement (ABLE) training, which employs evidence-based practices designed to provide officers with the tools and skills they need to successfully intervene with a person, to include their fellow officers, to prevent harm, misconduct, avoid mistakes, and promote officer health and wellness.

Additionally, all FCPD employees in 2022 participated in mandatory procedural justice and implicit bias training through an outside vendor brought in through the Fairfax County Criminal Justice Academy. This training was predicated upon the foundational premise that community members are generally more likely to comply with legal norms and expectations if they perceive the judicial system, at all steps, to be treating them respectfully and fairly. In particular, community members are far more likely to trust police officers if they feel law enforcement is treating them in an equitable manner, and if they are provided, whenever possible, with an opportunity to explain their action and receive a legal basis explanation from an officer for their response to those particular actions. The department has further moved forward in requiring annual officer refresher training on encounters with community members experiencing a mental health crisis and biased based policing.

Furthermore, officers of the FCPD in 2022 began utilizing data-driven policing methods to methodically allocate resources, personnel, and enforcement activities to those areas where crime is predominantly concentrated in a concerted effort known as Integrating Police and Community (IPAC). This strategy revolves around the premise, and statistical data to ultimately confirm, that crime is not evenly distributed throughout a police district, but rather clustered in smaller locations. By focusing resources and activities within these identified areas, IPAC seeks to prevent crime in those specific areas and by result, reduce overall crime levels within a wider geographic area. IPAC policing is not predicated upon the use of specific intervention methods or police tactics, but by whether activity is specified to identified locations with higher levels of calls for service. When these locations are identified, FCPD officers have conducted directed, high-visibility foot patrols and actively sought community-based solutions to crime problems in these areas. Initial results from this endeavor were immensely successful, as FCPD officer routinely engaged in IPAC activities established community contacts and trust, engaged in recruiting outreach on behalf of the department to engage potential applicants from our robustly diverse community, and in some instances, actually thwarted crimes in progress as they occurred. IPAC policing brought police officers out of their cruisers and visibly into the public eye. Officers engaged business owners and community members in an effort to seek long-term, community-based solutions to crime in these areas. As IPAC policing took place, robust data collection and analysis concurrently occurred within the Department's Office of Data Analytics and Strategic Initiatives (ODASI) to ensure that IPAC activities remained focused on those neighborhoods and communities that might benefit most from a visible police presence within Fairfax County.

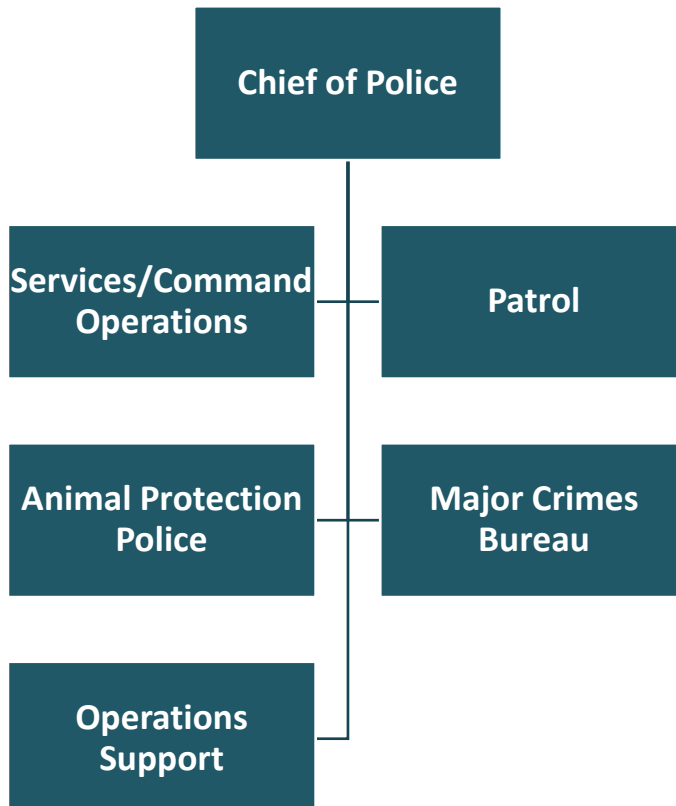
The Paramilitary Attack Counter-Offensive Plan (PACOP) program is the department's response protocol to active violence incidents. The training and response protocol trains officers to rapidly respond to active violence incidents and ultimately save lives. The PACOP program also includes training and operational directives for joint response with the Fairfax County Fire and Rescue Department. Currently, every Police Department and Fire and Rescue Department recruit class is trained in the PACOP response model to ensure immediate readiness as they start their careers. The department continues to lead the way nationally by developing best practices for response to these dynamic events.

The reaction team training was developed by SWAT after a hostage barricade incident in order to enhance upon current department training. This training focused on the priorities of life, developed roles and responsibilities of a reaction team, and discussed legal and moral justifications for immediate emergency interventions during events. The classroom portion of the training discussed

critical decision making, tools and equipment, and improved articulation for use of force. Officers then applied this training to several scenarios and articulated their actions and reasoning. The training was given to all of patrol, Major Crimes Bureau, Traffic Safety, Motors, Organized Crime and Intelligence Bureau, Crisis Intervention Team, Special Investigations Unit, School Resource Officers, Animal Protection, the Fairfax County Sheriff's Office, and bordering jurisdictions. The reception received from students was overwhelmingly positive, and led SWAT to further create a Patrol Tactics class designed to enhance patrol capabilities and skills during critical incidents.

Also, through the work of ODASI, the department implemented data-driven crime solutions internally that focused on Crime, Operations, Reduction, and Engagement (CORE) methodology. Whereas in the past, this activity was comprised of traditional COMPSTAT data collection and analysis per patrol division, CORE sought to place increased emphasis on information-sharing, divisional accountability and responsibility, and improved effectiveness. CORE brings departmental administrative staff, district commanders, subject matter experts, and data teams together to provide accurate and timely intelligence which fostered a more rapid deployment of resources, ensured effective crime solution tactics were utilized, and that proper assessment and follow-up was conducted by a prescribed reporting date. By ensuring station commanders were present to discuss criminal issues that are currently affecting their respective districts, peer feedback and problem solving promoted strategic enforcement solutions to collective law enforcement quandaries. Since implementation, CORE meetings have occurred weekly with command-level officers and support entities to ensure that proper focus remained bestowed upon neighborhoods most in need of proactive police work. Many criminal patterns have been substantially disrupted or outright quelled in response to these efforts, and the department continues to seek ways to expand the parameters and functionality components of CORE to enhance the prevention of crime in Fairfax County.

## Organizational Chart



**Budget and Staff Resources**

Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Revised	FY 2024 Advertised
<b>FUNDING</b>				
<b>Expenditures:</b>				
Personnel Services	\$182,767,379	\$199,659,356	\$195,659,356	\$209,145,065
Operating Expenses	36,451,868	36,162,141	46,778,226	36,585,465
Capital Equipment	138,719	381,600	938,664	381,600
<b>Subtotal</b>	<b>\$219,357,966</b>	<b>\$236,203,097</b>	<b>\$243,376,246</b>	<b>\$246,112,130</b>
Less:				
Recovered Costs	(\$697,406)	(\$697,406)	(\$697,406)	(\$697,406)
<b>Total Expenditures</b>	<b>\$218,660,560</b>	<b>\$235,505,691</b>	<b>\$242,678,840</b>	<b>\$245,414,724</b>
<b>Income:</b>				
Academy Fees	\$1,689,892	\$1,858,058	\$1,577,917	\$1,622,936
Fees and Misc. Income	2,043,472	1,790,208	2,171,888	2,265,120
State Reimbursement	26,399,398	26,421,454	29,023,470	30,223,470
<b>Total Income</b>	<b>\$30,132,762</b>	<b>\$30,069,720</b>	<b>\$32,773,275</b>	<b>\$34,111,526</b>
<b>NET COST TO THE COUNTY</b>	<b>\$188,527,798</b>	<b>\$205,435,971</b>	<b>\$209,905,565</b>	<b>\$211,303,198</b>
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	1848 / 1848	1848 / 1848	1848 / 1848	1852 / 1852

This department has 10/10.0 FTE Grant Positions in Fund 50000, Federal-State Grants.

**FY 2024 Funding Adjustments**

The following funding adjustments from the FY 2023 Adopted Budget Plan are necessary to support the FY 2024 program:

**Employee Compensation \$9,082,757**

An increase of \$9,082,757 in Personnel Services includes \$3,960,058 for a 2.00 percent market rate adjustment (MRA) for all employees and \$225,027 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2023, as well as \$4,717,063 for FY 2024 merit and longevity increases (including the full-year impact of FY 2023 increases) for uniformed employees awarded on the employees' anniversary dates. The remaining increase of \$180,609 is included to support employee retention and recruitment efforts that will reduce pay compression and align the County's pay structures with the market based on benchmark data.

**Department of Vehicle Services Charges \$405,324**

An increase of \$405,324 in Department of Vehicle Services Charges is based on anticipated billings for maintenance and operating-related charges.

**Financial Resources Staffing \$198,092**

An increase of \$198,092 and 2/2.0 FTE positions is included to provide additional capacity for operational changes and increased workload. It should be noted an increase of \$97,125 in Fringe Benefits funding is included in Agency 89, Employee Benefits, for a total cost of \$295,217. For further information on Fringe Benefits, please refer to the Agency 89, Employee Benefits, narrative in the Nondepartmental program area section of Volume 1.

**Director of Diversion, Equity, and Inclusion** **\$123,106**

An increase of \$123,106 and 1/1.0 FTE position is included to support an equity lead position as part of the countywide efforts to implement the One Fairfax initiative. It should be noted an increase of \$60,833 in Fringe Benefits funding is included in Agency 89, Employee Benefits, for a total cost of \$183,939. For further information on Fringe Benefits, please refer to the Agency 89, Employee Benefits, narrative in the Nondepartmental program area section of Volume 1.

**Funding to Support Victim Services** **\$99,754**

An increase of \$99,754 and 1/1.0 FTE position is included to support the Victim Services Division (VSD), which was established in 1986 to ensure the fair, compassionate, and sensitive treatment of victims and witnesses of crimes in Fairfax County. This position will advance work providing crisis intervention and referral services. It should be noted an increase of \$48,856 in Fringe Benefits funding is included in Agency 89, Employee Benefits, for a total cost of \$148,610. For further information on Fringe Benefits, please refer to the Agency 89, Employee Benefits, narrative in the Nondepartmental program area section of Volume 1.

**Changes to  
FY 2023  
Adopted  
Budget Plan**

*The following funding adjustments reflect all approved changes in the FY 2023 Revised Budget Plan since passage of the FY 2023 Adopted Budget Plan. Included are all adjustments made as part of the FY 2022 Carryover Review and all other approved changes through December 31, 2022:*

**Carryover Adjustments** **\$7,173,149**

As part of the *FY 2022 Carryover Review*, the Board of Supervisors approved encumbered funding of \$7,173,149, including \$6,772,671 in Operating Expenses and \$400,478 in Capital Equipment, which includes \$381,600 to purchase eight vehicles for the South County Police station.

**Cost Centers**

The five cost centers of the Police Department include Services/Command Operations, the Major Crimes Bureau, Patrol, Animal Protection Police, and Operations Support. The cost centers work together to fulfill the mission of the department.

**Services/Command Operations**

The Services/Command Operations cost center provides managerial direction and administrative support for all organizational entities in the department. Services/Command Operations includes the Office of the Chief, Public Information, Financial Resources, Personnel Resources, Resource Management, Information Technology, and the Criminal Justice Academy. The cost center is responsible for providing leadership and direction, research and analysis, public relations, budgeting and financial management, human resources, and logistical and technical support, as well as recruit and in-service officer training compliant with Virginia State Department of Criminal Justice standards.

Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Revised	FY 2024 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$63,527,784	\$63,151,367	\$73,417,424	\$66,233,244
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	248 / 248	248 / 248	286 / 286	289 / 289

**Major Crimes Bureau**

The Major Crimes Bureau is primarily responsible for investigating all designated major crimes in accordance with local, state, and federal requirements, collecting and analyzing intelligence regarding criminal activity, and providing investigative support services to all organizational entities in the department. The Major Crimes Bureau includes Major Crimes, Victim Services, Organized Crime and Narcotics, Criminal Intelligence, Investigative Support, and the Northern Virginia Regional Identification System (NOVARIS).

Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Revised	FY 2024 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$30,188,470	\$27,199,513	\$27,274,183	\$28,515,024
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	252 / 252	252 / 252	251 / 251	252 / 252

**Patrol**

The Patrol cost center is primarily responsible for responding to calls for service, investigating certain property crimes, such as burglary and larceny, and providing community outreach and education. The Patrol cost center includes eight district stations and ancillary support programs, such as Community Resources, Duty Officer, Citizen Reporting, and Court Liaison.

Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Revised	FY 2024 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$102,694,613	\$121,448,756	\$119,272,699	\$125,723,293
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	1174 / 1174	1174 / 1174	1137 / 1137	1137 / 1137

**Animal Protection Police**

The Animal Protection Police cost center is primarily responsible for enforcing County ordinances and state laws that pertain to animals and their treatment. This cost center helps to protect County residents while dealing with pets and animals as humanely as possible.

Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Revised	FY 2024 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$4,807,685	\$4,472,879	\$4,472,884	\$4,620,818
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	38 / 38	38 / 38	38 / 38	38 / 38



### Operations Support

The Operations Support cost center provides specialized support services necessary for safely and effectively executing both routine and complex field operations, such as traffic control and enforcement, safety education, and specialized weapons and tactical response for critical events. The Operations Support cost center includes Special Operations, Traffic, and Helicopter.

Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Revised	FY 2024 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$17,442,008	\$19,233,176	\$18,241,650	\$20,322,345
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	136 / 136	136 / 136	136 / 136	136 / 136

### Position Detail

The FY 2024 Advertised Budget Plan includes the following positions:

SERVICES/COMMAND OPERATIONS - 289 Positions			
1	Chief of Police	1	Network/Telecom. Analyst IV
4	Deputy Chiefs of Police	3	Network/Telecom. Analysts III
4	Police Majors	3	Network/Telecom. Analysts II
7	Police Captains	2	Network/Telecom. Analysts I
8	Police Lieutenants	1	Programmer Analyst III
31	Police Second Lieutenants	1	Programmer Analyst II
6	Police Sergeants	1	Business Analyst IV
39	Police Officers III	1	Business Analyst II
37	Police Officers II	1	Info. Tech. Program Manager II
5	Management Analysts IV [+1]	1	Internet/Intranet Architect III
6	Management Analysts III	1	GIS Spatial Analyst III
5	Management Analysts II	1	IT Technician II
6	Management Analysts I	1	Senior HR Consultant
1	Financial Specialist IV [+1]	1	HR Generalist IV
2	Financial Specialists III	1	HR Generalist III
4	Financial Specialists II [+1]	2	HR Generalists II
1	Buyer II	1	HR Generalist I
1	Buyer I	1	Training Specialist I
3	Material Management Specialists III	1	Communications Specialist II
1	Material Management Specialist II	1	Athletic Trainer
10	Vehicle Main. Coordinators	1	Legal Records/Services Manager
1	Polygraph Examiner	1	Paralegal
2	Police Background Investigators	6	Property & Evidence Technicians
8	Police Citizen Aides II	3	Administrative Assistants V
12	Crime Analysts II	14	Administrative Assistants IV
3	Crime Analysts I	11	Administrative Assistants III
1	PS Information Officer IV	17	Administrative Assistants II
1	PS Information Officer III		
MAJOR CRIMES BUREAU - 252 Positions			
2	Police Majors	1	Director Victim Witness Programs
5	Police Captains	4	Probation Counselors II
7	Police Lieutenants	1	Management Analyst III [+1]
18	Police Second Lieutenants	1	Management Analyst II
15	Police Sergeants	5	Management Analysts I
71	Police Officers III	4	Fingerprint Specialists III
100	Police Officers II	2	Civilian Investigators
1	Business Analyst IV	1	Photographic Specialist
1	Business Analyst III	4	Administrative Assistants III
4	Police Citizen Aides II	4	Administrative Assistants II
1	Network/Telecom. Analyst II		

PATROL - 1,137 Positions			
4	Police Majors	158	Police Officers I
14	Police Captains	33	Police Citizen Aides II
13	Police Lieutenants	63	School Crossing Guards
73	Police Second Lieutenants	8	Traffic Enforcement Officers
66	Police Sergeants	8	Administrative Assistants III
180	Police Officers III		
517	Police Officers II		
ANIMAL PROTECTION POLICE - 38 Positions			
2	Animal Protection Second Lieutenants	1	Naturalist IV
5	Animal Protection Sergeants	1	Naturalist II
8	Animal Protection Officers III	1	Naturalist I
11	Animal Protection Officers II	2	Administrative Assistants II
7	Animal Protection Officers I		
OPERATIONS SUPPORT - 136 Positions			
1	Police Major	10	Traffic Enforcement Officers
3	Police Captains	1	Helicopter Pilot II
2	Police Lieutenants	5	Helicopter Pilots
8	Police Second Lieutenants	1	Aircraft/Power Plant Tech. II
9	Police Sergeants	1	Aircraft/Power Plant Tech. I
36	Police Officers III	1	Senior Alcohol Testing Unit Tech.
53	Police Officers II	2	Alcohol Testing Unit Techs.
1	Traffic Enforcement Supervisor	2	Administrative Assistants III
1,525 Sworn Positions/327 Civilian Positions			
+	Denotes New Position(s)		

## Performance Measurement Results by Community Outcome Area

### Healthy Communities

The department's Animal Protection Police Officers perform a variety of duties including response to emergencies involving sick or seriously injured animals, including potential human exposure to the rabies virus. Rabies is a disease present in some wild animals and can be spread to pets and humans. In CY 2022, the number of reported rabies cases increased from 24 to 35. It is anticipated that the department will experience 35 cases reported in CY 2023.

### Safety and Security

FCPD continues to fill large basic training classes in the Criminal Justice Academy in response to an increase in the number of retirements and growth in sworn positions. Despite many competing opportunities within the regional labor market, the department continues to attract, recruit, and hire new officers of exceptionally high quality by positioning itself as an employer of choice. Serious crime in Fairfax County remains exceptionally low for a county our size. The Operations (Patrol) and Major Crimes Bureaus work comprehensively to prevent and investigate crime; and provide community policing initiatives to continue to make our neighborhoods safe. The department is committed to implementing the best practices in policing and engaging the County's culturally diverse community through improved communication and information sharing. FCPD has required officers to attend current ABE (Active Bystandership for Law Enforcement) and ICAT (Integrating Communications Assessments and Tactics) training which complements our procedural justice and implicit bias training accomplished last year. FCPD has adopted over 70 percent of the University of Texas at San Antonio / Community Advisory Committee recommendations; a stunning accomplishment that will inspire future collaboration with our diverse community. The Operations Support Bureau continues to implement traffic safety initiatives and traffic safety education strategies with the goal of reducing the number of alcohol and drug-related crashes.

# Police Department

Community Outcome Indicator	CY 2020 Actual	CY 2021 Actual <sup>1</sup>	CY 2022 Estimate	CY 2022 Actual	CY 2023 Estimate	CY 2024 Estimate
<b>Healthy Communities</b>						
<b>Improving Physical and Behavioral Health Conditions</b>						
Rabies cases reported <sup>2</sup>	45	24	35	35	35	35
<b>Safety and Security</b>						
<b>Timeliness and Quality of Emergency Response</b>						
Annual Attrition Rate (sworn)	5.97%	6.79%	6.40%	6.77%	6.17%	6.17%
Applications (sworn)	1,938	1,541	1,120	1,331	1,701	1,649
Average Response Time (Priority 1 calls – in minutes)	4.20	4.50	4.30	5.1	5.4	5.5
Cases cleared	2,338	1,986	2,850	2,620	3,853	4,046
Sworn Vacancies Filled	59	72	80	49	78	78
Position Vacancy Factor	4.8%	10.4%	11.6%	15.08%	15.7%	15.7%
Total Calls for Service	381,403	312,568	491,691	316,655	465,700	488,900
<b>Following Laws and Regulations</b>						
Alcohol or drug-related vehicle crashes	306	228	275	231	443	483
Cases assigned	6,548	3,233	6,300	4,392	6,459	6,782
Criminal arrests (excluding Driving Under the Influence arrests) <sup>3</sup>	21,086	13,344	24,000	18,187	26,748	28,085
Driving Under the Influence arrests	1,370	963	1,250	928	1,365	1,433
Total Citations Issued	37,324	28,623	50,000	33,621	49,500	51,900
<b>Effective and Equitable Administration of Justice</b>						
Case clearance rate	35.7%	47.02%	49.5%	48.4%	50.0%	50.0%
<b>Safety-Related Prevention and Preparedness</b>						
Total reportable vehicle crashes	4,422	3,162	4,500	3,767	5,540	5,817

Note: The Police Department collects and reports performance data based upon calendar year (CY) rather than fiscal year. The Performance Measurement table therefore reflects CY information.

<sup>1</sup> CY 2021 Actual Data was lower than prior years due to the impact of COVID-19 on daily operations and activities. Increased teleworking reduced lengthy morning and afternoon rush hour commutes resulting in fewer citations issued and reportable vehicle crashes. The Governor’s “stay at home order” and social distancing impacted criminal arrests as fewer quality-of-life offenses that occur more frequently during normal human interaction (simple assault, disorderly conduct, etc.) decreased. Additionally, the “stay at home order” limited the occupancy and operation of drinking establishments and limited the number of people allowed at social gatherings which reduced driving associated with social drinking, resulting in fewer alcohol and drug-related vehicle crashes as well as driving under the influence arrests. Even though the “stay at home order” was lifted, many companies continued to encourage teleworking and a majority of schools maintained a virtual or hybrid learning environment through the end of the school year.

<sup>2</sup> Subsequent to data reporting for CY 2020, an issue with the number of rabies cases reported was identified and corrected.

<sup>3</sup> Reflects the total number of criminal charges placed for all Incident-Based Reporting (IBR) categories by all bureaus in the department and includes Juvenile Runaways.