

Henrico County Police Division
Multi-Year Plan
Fiscal Years 2023-2027

December 2023

Foreword

The information contained here represents the Multi-Year Plan of the Henrico County Police Division as expressed collectively by the wide variety of units that provide law enforcement, investigative, and crime prevention services to our citizens and visitors, as well as the support functions that enable us to do so.

To develop our Plan, we favored using a collaborative systems-review approach rather than centralizing the planning process to one unit or rank or a limited number of individuals. During the development stage of this Plan, unit commanders and managers were provided with the following guidance to support this approach:

The collaboration of affected personnel in the development of the Plan is critical to its value. Therefore, unit commanders/managers/executive officers are encouraged to seek input from members in their unit during the development and review of objectives associated with their functions.

The creation of small workgroups to accomplish this task is one strategy that will elicit valuable input and provide participants with an opportunity to learn more about the planning process. Such opportunities cannot be underestimated when considering the professional development of aspiring first-line and mid-level leadership.

Using this approach, we understand the result can at times trend toward being more granular than general. However, specificity can provide much needed guidance to incoming unit personnel who may not always have historical knowledge of the specifics for their new assignments and may thus benefit from information provided in such a plan by their predecessors.

We recognize priorities have the potential to change with little notice; therefore, any plan is subject to change. At a minimum, this plan will be reviewed annually by the section/unit Commander or Manager in writing via inter-office memorandum addressed to the appropriate Bureau Major. A copy shall be sent to the Accreditation Manager who will compile the data and present a status report to the Chief of Police by the end of each fiscal year.

LETTER FROM THE CHIEF



COMMONWEALTH OF VIRGINIA
COUNTY OF HENRICO
DIVISION OF POLICE

ERIC D. ENGLISH
CHIEF OF POLICE

To the Division:

Let me start by thanking the men and women of the Henrico County Police Division on their communication, collaboration, and development of this Multi-Year Plan FY 23-27. Each unit within the division expressed their strategies and upcoming needs to prepare them for future success. The agencies' goals and objectives for this plan will help ensure that Henrico remains a safe and vibrant place to live, work, and play.

While one common theme in this plan is an increase in manpower for various units, researching and forecasting the climate of Henrico County will necessitate the need for increased staff to better serve our citizens. Another common theme will be technology as we will continue the need to leverage technology to keep up with ever-changing trends. The culprits that are committing crime are becoming smarter and more technologically savvy. Therefore, additional tools and resources to combat this trend in crime will be beneficial. Lastly you will see facilities and space as another common theme. As the county continues to grow and thrive, the division will need to do the same and with that comes the need for more space. There will need to be a concerted effort to expand facilities for the police division for personnel and equipment.

This document will provide an overall view of our multi-year projection needs and how we strategize to maintain safety in Henrico County. Public Safety concerns, trends and needs are fluid, which could lead to a change of direction in our strategy. However, at this point the document presented will be our guide moving forward to accomplish the division's goals.

Eric D. English
Chief of Police

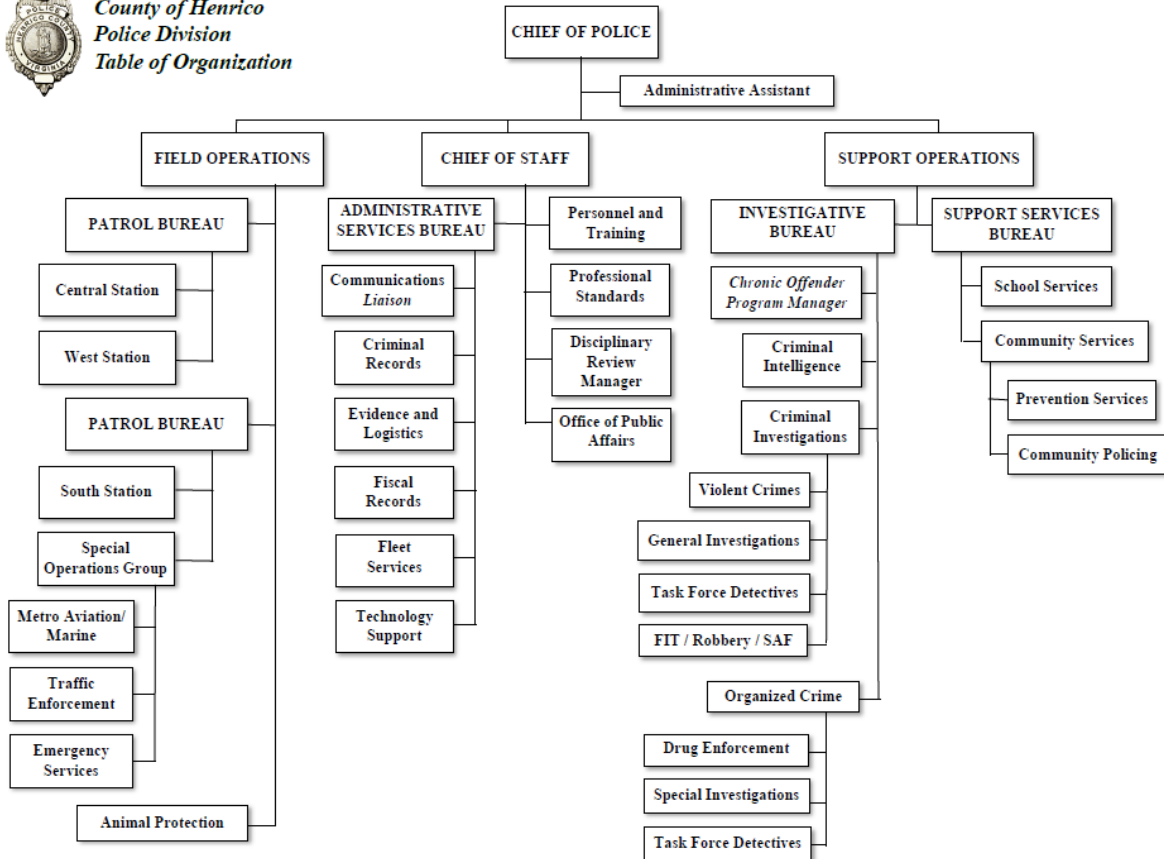
Table of Contents

Table of Organization	1	SUPPORT OPERATIONS	
Agency Goals and Objectives	2	Support Services Bureau	
CHIEF OF STAFF		School Services	55
Personnel and Training		Community Services	
Personnel	3	Community Policing	57
Training	6	Prevention Services	61
Firearms Range	9	Investigative Bureau	
Professional Standards		Criminal Investigations	
Internal Affairs	12	General Investigations	65
Quality Assurance	14	Fugitive Apprehension Team (FIT)	68
Office of Public Affairs	16	Robbery	70
Administrative Services Bureau		Special Action Force (SAF)	72
Criminal Records	19	Homicide	74
Evidence and Logistics	22	AFIS	76
Fiscal Records	25	Digital Asset	79
Fleet Services	27	Forensics	81
Technology Support	30	Digital Forensics	84
FIELD OPERATIONS		Cyber Crime	87
Patrol Bureau	37	Special Victims	90
Special Operations		Organized Crime	
Marine	43	Technical Support	92
Metro Aviation	45	Vice Investigations Team	94
Traffic Enforcement	47		
Emergency Services	50		
Animal Protection	52		

*Multi-Year Plan FY 23-27 prepared by:
Major J. Huff, Sergeant K. Furgurson
and the Office of Public Affairs*



County of Henrico
Police Division
Table of Organization



10/21/23

*Table of Organization during CY2023

Agency Goals & Objectives

Goal #1

To eliminate the opportunities for crime and to reduce the fear of crime through a commitment to proactive prevention and a close working association with all citizens, businesses, and governmental agencies.

Goal #2

To achieve the highest level of safety possible on our streets through education, enforcement, and high visibility.

Goal #3

To hold ourselves accountable to the highest standards of conduct in performing our service to the community and embracing the ideals of our Constitution and democratic society.

Goal #4

To establish as a cornerstone of all Division endeavors, a partnership with the community that is based upon mutual trust and integrity.

Goal #5

To achieve total professionalism, through training, commitment, and action within the rule of law, in response to the needs of our community.

Goal #6

To provide for our employees a work environment that is sensitive to their needs and conducive to the accomplishment of the highest quality of work.

Goal #7

To extend compassion impartially to all persons, regardless of the nature of the interaction, through fairness and understanding in response to those with whom contact is necessitated.

Personnel

Section: Personnel and Training

Submitted by: Captain C. L. Rooney

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY 2023 – FY 2027:

A goal over the next five years is to propose a restructuring of the unit so that one half of the Personnel Unit (the Recruiting Team (currently 3 Officers + 1 Sergeant)) can focus solely on recruiting, while the other half of the unit can concentrate on HR-related issues for the Police Division. At the present time, the Personnel Sergeant also handles Workers Compensation claims and keeps track of all sworn Division Members who are not functioning in their sworn capacity due to illness, injury, or administrative assignment. The Personnel Sergeant also fields a variety of questions from sworn members relating to everything from WC paperwork to career development. Allowing the Personnel Sergeant to focus solely on recruiting would benefit the Division in the long term. Over the next five years, the Personnel Unit will propose the addition of a civilian recruiter position whose job it would be to book and schedule recruiting trips for the three Recruiters and one Sergeant, manage all of the online advertising platforms (to include managing the budget for advertising), organize ride-alongs for prospective candidates, and manage the schedules for all of the early-hires the Division offers. The HR-related activities that the Sergeant currently manages would shift over to a Civilian Supervisor in the unit, who would be an equivalent rank to the Sergeant. This Civilian Supervisor will be reclassified from the current Management Specialist II position to the classification of Management Specialist Manager. This new position would report to the Lieutenant of Personnel, and the two Management Assistants would report to the Management Specialist Manager. Career development, Human Resource-related questions, and promotional processes would be managed by the Management Specialist Manager and their two direct reports. The Secondary Employment Officer and Police Process Coordinator would not be affected by these proposed changes; both would report to the Sergeant.

In a perfect world, the Police Personnel Unit would like to keep the current Dispatcher Background Process Coordinator and transition this position to handle all civilian hiring processes for the Division. This would necessitate the addition of a new civilian position, which would increase the overall complement by two (2) civilian positions.

The Personnel Unit would also like to propose the addition of one (1) additional Recruiter to bring the overall complement of the Recruiting Team to four (4) Recruiters. This is beneficial in that the unit can send a pair of recruiters to many events, as opposed to sending one + another Division Member. This would increase the unit's overall complement by one (1) sworn position. A recruiting vehicle, along with associated uniforms and equipment would need to be acquired.

With the possible addition of two more civilians and one more sworn position, the actual office of the Personnel Unit would need to be looked at for additional office space. There is a portion of the File Room in the Personnel Unit that could be walled off and used as additional office space. Modular office furniture for the Recruiters could be utilized so that when the Recruiters are in the office they would have desk space, and when they are out recruiting, the furniture could be configured to create a conference room or other type of space.

Looking further into the future, the Personnel Unit would like to propose the addition of two (2) additional sworn recruiters, creating a team of six (6) recruiters and one (1) recruiting Sergeant.

The Personnel Unit would also need a substantial increase in its advertising budget and travel budget. Recruitment bonuses for current Division Members and hiring bonuses for new recruits would be nice incentives for our personnel.

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

- The Police Personnel Unit is the only unit charged with the active recruitment of new police officers. This responsibility has become more crucial now that we find ourselves in a difficult recruitment period for law enforcement. Due to this difficulty, we need to streamline the unit to focus on recruitment.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Continue to recruit and hire the best applicants available for all vacant positions.

The Police Personnel Unit continues to persevere through the toughest recruitment period in the modern policing era. Traveling to targeted recruiting events and an increase in online advertisements will be a priority and require additional funding.

Objective 2: Research and implement new methods to better streamline the current hiring process for all vacant positions.

We have procured InterviewNow (recruitment software) and eSOPH (background investigation software) and are working to get both programs fully implemented. The Personnel Unit has already seen substantial success with InterviewNow.

Objective 3: Work with Henrico County leadership to discuss how the Police Division can improve the retention of current Division Members.

Members of Police Personnel have met with various members of County leadership to discuss our concerns and will continue to do so and offer our thoughts on methods of increasing our retention of current members.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	7	+1	+1	+1	0
Civilian	4	+2	0	0	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

We are currently working with the Major, Administrative Services, for a potential upgrade to the Personnel Office to allow for extra office space and a more professional conference room where our applicants are first introduced to the department.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

We would require additional assigned Recruiting vehicles, office space, uniforms and equipment for any additional sworn members added to the unit. We would also like to refresh our recruiting displays every other year to stand out from our competition.

Training

Section: Personnel and Training

Submitted by: Captain C. L. Rooney

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY 2023 – FY 2027:

The Training Academy is responsible for the initial training of recruit officers and the continuing education of all sworn police officers. The unit is comprised of one (1) Lieutenant, two (2) Sergeants (one (1) for Training Academy & Field Training Program, while the other (1) handles CALEA and Division-wide training), one (1) Civilian Management Assistant, who oversees the Division's training files that are stored in the Department of Criminal Justice Services' Tracer computer file system, two (2) Academy Coordinators, who prepare curricula for the Basic and Modified Police Academies and handle the daily operations of all in-session academies, and one (1) Scenario Based Training Officer, who oversees specific aspects of sworn police training, to include the Taser ECW and Officer Survival block of instruction.

Positions – Over the next five years, the Training Academy proposes the addition of one (1) Sworn Police Officer Position to be added to the complement to increase the number of Academy Coordinators from two (2) to three (3). In addition to these three full-time Coordinators, the Training Academy would also like to continue to TDY officers from throughout the Division to assist with each Basic Police Academy, primarily to ensure continuity of operation in the event a Coordinator is transferred, promoted, or resigns. The TDY positions also allow the unit to monitor the effectiveness of the officer, which may play a role in whether or not they are brought on full-time as a Coordinator.

EVOT Facility - Henrico Police currently utilizes the Chesterfield Police Driving Facility for training. The availability of the facility has decreased, resulting in delays in training new recruits in driving at high rates of speed, tactical maneuvers, and defensive driving techniques. The Police Division pays \$700 per day to use this course and does not always receive the days that it requests. In addition, Henrico is not currently able to conduct routine training for existing personnel. The construction of a county owned facility, proposed in the Division's Capital Improvement Plan for the latter part of this 5-year business plan, will allow for additional training which will ensure safe driving for our officers. This facility, as proposed, would service any and all County agencies, to include Pupil Transportation, Henrico Fire, Volunteer EMS, and any other agencies that rely on vehicle use. The Police Division would spearhead this project and staff it similar to the Range.

- Construct a driving facility to be used for training.
- The facility will have a classroom, driving courses, observation tower and garage.

- Increase the complement of the Training Unit to add one (1) Lieutenant as EVOT Facility Commander, one (1) Officer to be the EVOT Facility Officer and Chief EVOT instructor for the Division, and one (1) Civilian Police Support Technician III to help maintain this expansive facility. All commensurate vehicles, uniforms, and equipment will need to be provided for these additional positions.

Police Training Facility Campus – In the Police Division’s Capital Improvement Plan, the proposed Police Training Facility Campus is projected to be put forth in FY30. If the Division sees the need to move the proposal date up, the Training Unit would be grateful. The Training Academy routinely runs into issues with classroom space for multiple basic and modified police academies and must routinely rely on General Services – Training Center classrooms for space for additional courses of instruction.

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

- At the present time, the Training Unit manages two Basic Police Academies and one Modified Police Academy. The Training Academy only possesses two classrooms; therefore, the Modified Police Academy has to utilize a conference room in the Public Safety Building for their instruction. This room was not designed to serve as a classroom and is in a busy portion of the Public Safety Building. Current staffing levels require the Training Academy to run three basic police academies and two modified police academies per calendar year, which is very demanding on the Training Academy Staff and instructors.
- If an EVOT facility is constructed, then it would require staffing from the Police Division. A similar structure to our Firearms Range – 1 Lieutenant, 1 EVOT Officer, and 1 Civilian Technician is the proposed staffing for the facility.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Continue to provide quality instruction for all incoming Police Officers.

The Training Academy will continue to run multiple basic police academies every calendar year until the Division is fully staffed. Once at full complement, the Training Academy will reduce the frequency of these academies to twice per year.

Objective 2: Continue to provide quality instruction and maintain certifications for all current Police Officers.

The Training Academy continues to schedule, plan, and disseminate all mandatory training per DCJS guidelines. The Division is proud to go above and beyond the mandatory minimums required by DCJS so that all of our members remain fully certified.

Objective 3: Offer specialized training to ensure we are complying with best practices.

In addition to all mandatory training that the Division must provide, HCPD will continue to seek out and offer/host additional specialized training that will improve our members’ abilities. We will continue to send officers to specialized training in other jurisdictions and help them maintain any/all certifications.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	6	+1	0	0	0
Civilian	1	0	0	0	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

As mentioned above, the Training Unit has submitted Capital Improvement Project Requests in the form of a new EVOT facility, as well as a new Police Training Facility Campus. These may be co-located or in separate geographic locations.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

Assigned vehicle, uniforms, and equipment for the additional sworn officer in the Training Unit. A lot of the needed equipment (PIT cars, etc.) will be included in the individual CIP requests, if they are eventually approved and scheduled.

Range

Section: Personnel and Training

Submitted by: Captain C. L. Rooney

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY 2023 – FY 2027:

The Police Firearms Range provides instruction to every sworn HCPD member on everything related to firearms. There are two critical areas of improvement for the Firearms Range over the next five years: (1) an increase in complement and (2) improvements to the overall facility.

The first and most urgent request of all three units that fall under Personnel and Training is the addition of a sworn police officer to serve as a second Range Officer. This position would be equal in stature to the current Range Officer and also report to the Range Commander. At the present time, with multiple basic police academies running concurrently, the potential for up to two modified police academies per calendar year, one/two overall Division qualifications, and constant outside agency use, the current Range Officer is overwhelmed. As of mid-April 2023, the current Range Officer is 100+ hours over his Annual Leave maximum carry-over allowance. This second Range Officer will alleviate the stress put on the current, sole Range Officer. The Range also operates during the day and evening hours, so this will allow both Range Officers to split certain days to allow for operation from 0800hours (or earlier) through 2200hours (or later). Associated salary, unmarked vehicle, along with uniforms and equipment, would need to be procured for this position.

The second request is for substantial improvements to the Range facility. This is currently on the Division's CIP list and is slated to possibly begin in year two of this 5-year Business Plan. The existing bullet trap is 23 years old and deteriorating. The turning target system is unable to be repaired due to outdated parts that can no longer be obtained. These improvements are needed to continue use of the range as well as provide training for dynamic shooting. Additional classroom and storage space is needed as the current facility is not sufficient for the type and amount of use required. This proposed project includes the following improvements:

- Construct a single-story building that would add additional classrooms, offices, weapons storage, gunsmithing workshop, breakroom, and bathrooms.
- Demolish the existing bullet trap and turning target system.
- Build a new 210-foot-long concrete bullet trap structure on the existing hill and install a new turning target system.
- Build a 30-foot-long concrete bullet trap structure on the long rifle side.

Any addition to the overall complement of the Division should also include commensurate funding for service weapons, ammunition, and possible secondary weapons (shotgun/patrol rifle).

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

- Facilitating the necessary training for all Division Members while the Capital Improvements are being completed. If the Division loses access to the HCPD 50-yard deck, then we may have to transition to either the smaller FBI 50-yard deck or the 200-yard rifle deck for qualifications, which may require additional dates to cycle all Division Members through.
- If the Division assigns a second Range Officer, we will need to bring this second officer up to speed through advanced training and a variety of firearms-specific coursework. We would also like them to become certified armorers of our current weapons systems.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Continue to provide quality firearms instruction for all Division Members.

We are currently purchasing ammunition from multiple vendors in an effort to evaluate the vendor that is able to provide us with enough ammunition in the timeframe needed to conduct two qualifications per calendar year, as well as all specialized firearms training.

Objective 2: Continue to instruct/review/discuss the legal use of deadly force.

Range staff members continue to research recent officer-involved shooting incidents, court cases, and legal opinions surrounding the use of deadly force so that our instruction to Division Members remains top-notch.

Objective 3: Provide more training on shooting on the move and acquiring appropriate cover.

The Range staff would like to constantly instruct officers not only on static shooting with a moving target, but also shooting on the move, while looking for and acquiring hard ballistic cover. The Range staff will complete this instruction through classroom review, drills, stations.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	2	+1	0	0	0
Civilian	1	0	0	0	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

The Range is on the Division’s Capital Improvement list currently, and the scope of this project is listed in the narrative portion of this document.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

Assigned vehicle, equipment, advanced training, and office space for the second Range Officer, if approved.

Internal Affairs

Section: Professional Standards

Submitted by: Captain R. D. Wershale

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY 2023 – FY 2027:

The Division recently entered into a ten-year contract that involves several types of equipment and software within the Axon ecosystem. The Office of Internal Affairs is assisting in the evaluation and implementation of the software related to the IA platform. This will include the development of digital instruments to replace current paper forms, evaluation of access hierarchy, re-evaluation of Division directives, Division-wide instruction related to data entry and review within the system, and transfer of all current materials within IA Pro into the Axon IA platform.

Potential obstacles to achieving these goals include budget constraints, potential ENCORE applicant interest, and other County agency priorities.

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

- The Office of Internal Affairs is increasingly demanded by the Division, County, and community to conduct administrative investigations. There has also been an increased frequency for members of Internal Affairs to provide instruction to basic/modified academies and in-service/specialized classes that target both Division-wide and supervisor specific audiences. This trend is expected to continue, and it will require additional personnel and resources to meet the increased requests and provide relief for current personnel.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Work towards activation and implementation of the new Axon program – Standards.

The software program has been acquired, beta testing is underway, training sessions are planned, and Division policy is under review for continuity.

Objective 2: Assist Quality Assurance with activation and implementation of the new Axon program – Performance.

The software program has been acquired, beta testing is underway, training sessions are planned, and Division policy is under review for continuity.

Objective 3: Develop a job description, advertise, and acquire ENCORE positions for an Internal Affairs Investigator.

Establish a position that could assist with taking lead on lower echelon administrative cases, serve as a support on interviews, and return calls to complainants.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	3 (1 LT/2 SGT)	+1 (ENCORE)	0	+1 (ENCORE)	+2
Civilian	0	0	0	0	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

None at this time.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

None at this time.

Quality Assurance

Section: Professional Standards

Submitted by: Lieutenant L. C. Tyler, III

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY 2023 – FY 2027:

The Body Worn Camera Resource Team is embarking on the rollout of a new, ten-year vendor contract for BWC camera assets, conducted energy weapons, VR training, and digital evidence management. The initial goal is to network with all Police Division components to distribute the new equipment, provide training, and assist with revisions of policies and procedures. A second phase goal is the development, implementation, and shared management of an enhanced digital evidence management system. Finally, the BWCRT will assist and network with other County agencies in the implementation of additional BWC programs.

Quality Assurance has been networking with all Police Division components to ensure the new BWC program is successful. This includes interactive product demonstrations, budget amendments, in-person and online meetings with all involved stakeholders, infrastructure alterations, training sessions, and policy and procedure revisions.

The Inspections Unit is seeking to revise the format and content of mandated reports for more efficient data dissemination and performance evaluation of audited units. In addition, the Inspections Unit will seek to develop a more refined facility management communication system to address renovations, building access systems, and routine maintenance. Potential obstacles to achieving these goals include budget constraints, other County agency priorities, and security restrictions at non-county owned facilities.

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

- Body worn camera digital evidence is increasingly demanded by law enforcement agencies, legislators, and citizens for crime documentation, community engagement, and agency transparency. This trend is expected to continue, and it will require additional personnel and resources to meet the increased requests for the recordings.
- A new patrol station is under construction in the south district. The facility will generate additional maintenance, repair, and security responsibilities for the Inspections Unit.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Work towards activation and implementation of the new contract with BWC, CEW, and VR.

Equipment is being acquired, training sessions are planned, and infrastructure is under development for equipment distribution and program administration.

Objective 2: Research and explore additional options for the Police Division’s digital evidence management system.

IT and training requirements are currently under review and consideration.

Objective 3: Implement and advertise a community portal to capture and process potential digital evidence submitted by citizens.

Develop procedures with Patrol personnel, Investigative personnel, Community Policing, School Resource Officers, and the Public Affairs Office.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	3 (2 currently)	+1	0	0	+1
Civilian	3	0	+1	0	+1

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

None at this time.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

Assigned vehicles compatible with the functions of the units and secure storage cabinets for equipment.

Office of Public Affairs

Section: Chief's Office

Submitted by: Lieutenant M. C. Pecka

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY 2023 – FY 2027:

The Office of Public Affairs is focused on numerous goals which will help strengthen the relationship between the Division and our community members while also keeping Division personnel informed internally. The unit hopes to find new ways to increase engagement with Henrico's youth population among different demographics within the community. This would require members of the unit sitting down with students within Henrico County Public Schools to receive feedback. Additionally, the Office of Public Affairs would like to assist the Accreditation Manager in implementing more ways to receive feedback from our community members about the Division's performance across the county. This could be achieved in the form of brochures in station lobbies and home mailings, which is in addition to the already available online survey.

With technology ever-changing, and the desire for continued transparency with our community members, the unit will research the ability to live stream various press conferences, meetings, etc. Additionally, the Office of Public Affairs looks to develop more bold, unique public service announcements/messaging among other creative content. This would involve creating Division materials, videos and graphics in different languages to connect with our diverse community members.

Some of the obstacles that may prevent the unit from obtaining these long-term goals include, but are not limited to, budget, equipment/software needs and translation services.

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

These additional responsibilities increase the demands of personnel in the Office of Public Affairs:

- If more transparency about incidents (i.e., officer-involved) is required, a fifth person may be necessary for the unit.
- Translating all Division materials into multiple languages.
- Increase in internal communications.
- Due to FY23 hiring of second Public Relations Specialist, they will also serve as a liaison for the Personnel and Community Policing units along with the Emergency Communications Center.
- Setting up/tearing down equipment for live streamed press conferences, meetings, etc.
- Increased exposure through social media outlets.

- Evolving with current social media outlets and exploring new ways to engage with the youth population.
- Brand management, to include templates.
- Creating new materials to assist the Accreditation Manager with receiving feedback from community members about Division’s performance

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Seek and improve Division materials for language accessibility purposes.

Ensure public service announcements, brochures and media releases tied to communities of specific demographics are translated into those respective languages – beginning with Spanish and Arabic.

Objective 2: Live stream opportunities.

To increase transparency regarding Division-related incidents, live stream opportunities for press conferences would be necessary. This includes purchasing new equipment/software to make this objective possible.

Objective 3: Create Henrico Police branded material for internal media packet.

Continue to provide media training to Division personnel regarding the responsibilities/duties/tasks of the Office of Public Affairs. This includes holding training opportunities for Division personnel pertaining to on-cameras interviews, written media releases, etc.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	1	0	0	0	0	0
Civilian	3	0	0	+ 1	0	0

- If unit expectations are to exceed what is currently in place, then additional staffing would be paramount for the success of this unit and the Division.

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

- Workspace for increased complement.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

- Continued creative suite subscription (such as Photoshop and Premiere Pro) for editing capabilities for all members of unit whose duties necessitate its use. This is an annual subscription.

- Two (2) still cameras, one (1) video camera, one (1) flash and one (1) lens. This would replace current equipment nearing the end of its life expectancy.
- Mobile video accessories – one (1) gimbal for video camera and one (1) gimbal for cell phone.
- Software program for live stream opportunities which also includes one (1) audio board and video cables.

Criminal Records

Section: Administrative Services Bureau

Submitted by: Manager J. O. Smith

FY24 & FY25: Purge the Adult Arrest Closed Jackets

This goal would entail removing deceased person microfilm jackets from the files and archiving them to the offsite storage facility. Other closed jackets that can be removed are those with just traffic infractions. This will be a labor intensive and time-consuming task. The lack of manpower could delay the purging of the Adult Arrest Closed jackets, which could affect any physical expansion of the unit.

FY24, FY25, & FY26: Addition of Telephone Reporting and Freedom of Information Act Staff (Anticipated Workload)

In order to keep up with the projected residential and commercial growth of the County, the Division will need to add additional staff to the Telephone Reporting component. The number and complexity of Freedom of Information Act requests has been increasing. Currently, there is a 24% increase compared to FY22 in the number of FOIA requests. Due to this increase, there will also be a need to add staff as well as a supervisor for this component.

FY26: Expansion of Office Space (Capital Improvement)

Without being able to expand workspace within the unit, the Telephone Reporting and Freedom of Information Act components may not be able to add staff, or the components may need to be housed throughout the Public Safety Building.

FY27: None at this time.

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

The Division is looking to add online reporting to allow officers to respond to higher priority calls. This will also add new call types that can be taken over the phone or reported online. Due to the new call types and the processing of the online reports, this will add additional work to the Telephone Reporting component, which may require additional staff. Since positions within the unit were re-classified, there has been an increase in the number of applications as well as a more experienced applicant pool. The FOIA component added one position during FY23 and has been approved to add one part-time position in FY24. Also, when staffing is short the different components are unable to let multiple people off at one time for annual leave and/or training. For instance, the Records component is only able to let one person off at a time to ensure that there is sufficient coverage to provide services. There is also the possibility of Teletype being moved from the Department of Emergency Communications to the Criminal Records Unit. If this move happens, the Division will need to hire staff, purchase equipment, and create a workspace for Teletype.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Work Towards Clearing the Arrests Needing Court Dispositions Queue.

To work towards keeping the arrest needing dispositions at a manageable level.

Objective 2: Create an Online Reporting Process.

To collaborate with other County and Division components to create an online reporting process where citizens can file reports online that meet established criteria. This reporting process will allow officers to be more available for higher priority calls.

Objective 3: Research Automated Phone Messaging Options.

To expedite and route incoming citizen calls to the appropriate extension in the Criminal Records Unit. This will also provide automated basic Criminal Records Unit information, such as services available and hours of operation.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed change FY24	Proposed change FY25	Proposed change FY26	Proposed change FY27
Records Civilian	9	0	0	0	0
TRU Civilian	13	0	+3	0	0
FOIA Civilian	2	+1	0	+1	0
FOIA Civilian - PT	2	0	0	0	0
Supervisor	2	0	+1	0	0
Manager	1	0	0	0	0
Teletype (not confirmed)		+9			

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

Due to the potential growth of the Telephone Reporting and FOIA components in FY24, FY25 and FY26, there will be a need for additional workspace within the Criminal Records Unit. The possibility of Teletype moving to the Criminal Records Unit will also need to be considered when planning any capital improvements. The requirements of the unit will need to be evaluated regarding workspace. Several options include a redesign of the floor plan that may include new cubicles to utilize the space most efficiently or opening office space surrounding the Criminal Records Unit. In preparation for probable expansion, the unit will begin purging seven oversized file cabinets of Adult Arrest Closed jackets, and the Permits Unit will need to find space for their two horizontal cabinets that are currently housed in the Records Unit.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

None at this time.

Evidence and Logistics

Section: Administrative Services Bureau

Submitted by: Lieutenant E. M. Ross

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2024: Logistics Unit – Outfit the entire Police Division with new uniforms and ballistic vests

Due to multiple hurdles in the procurement of the Division’s traditional uniforms, a decision had to be made to migrate to a stock off-the-shelf uniform. Several years of testing, evaluating, and contracting has led to a new Division uniform, and roll-out of this new uniform began in April 2023.

Next Steps

- Measure and fit all Division sworn members for all facets of the uniform.
- Measure, order, and replace all members ballistic vests over the next 5 years and order external ballistic vest carriers for all members in the next 18 months.
- Train all members of the Division to place their own orders for uniforms on the newly created Police Division portal from uniform vendor Galls.
- Collect and destroy all remaining uniforms in service and officially retire the uniform.

Potential Obstacles

- With the need to purchase all new uniforms for the entire complement over the next 18 months, every dollar is going to be tight in order to pay for the costs associated with the roll-out.
- As the Logistics staff must measure and custom fit each sworn member, being able to complete these tasks as well as maintain the level of service to the Division in the Logistics warehouse will be stretched thin.

FY 2025: Evidence Unit – Expand Complement

Add one (1) additional full-time Support Technician III. An additional staff member is needed due to the increase in the volume of evidence submitted for storage and tracking. The duties and responsibilities of the unit have exceeded the number of technicians. Since moving to the Annex building, the unit has alleviated the need for additional space at this point, and the addition of one Evidence Technician has decreased the amount of overtime needed to effectively operate the unit. With the addition of sworn personnel to the Division’s complement and the growth of the County, it is anticipated that the evidence and property confiscated and housed will continue to expand as well.

Next Steps

- Conduct a full audit of personnel time needs to accomplish the responsibilities of the unit, comparing the needs during the 12-months prior to the addition of the fourth Evidence Technician to the needs 12-months following the hire.
- Assess if there are any services currently provided by Evidence personnel which will need to be scaled back in order to keep up with the volume of evidence submitted.

Potential Obstacles

- Funding to add additional personnel will need to be approved.

FY 2026: Logistics Unit – Add an additional employee - Supervisor

The current complement of the Logistics Unit is four civilians reporting to one Lieutenant – who also commands the Evidence Unit. Each of the civilians in Logistics serves a specific primary role and assists the others as needed. Several years ago, a supervisor position was added to the Evidence Unit to supervise the support technicians. This new supervisor position would mirror the Evidence Unit supervisor position and report to the Commander, Evidence and Logistics. The additional civilian could oversee the personnel and day-to-day operations in the Logistics warehouse. This role would free up the Lieutenant who currently manages the daily operations of these four members. This would enable the Lieutenant to focus on staff needs, managing political concerns of the units, addressing needs of space and procedures with sworn personnel in the Evidence Unit, manage the budget of the Logistics Unit, and secure and maintain contracts with the multitude of vendors the Division uses to secure supplies and equipment.

Potential Obstacles

- Funding to add an additional position will need to be approved

FY2027: Logistics Unit – Space Needs

The Logistics Unit has been growing in the last 15 years, to the point of needing more space. The number of specialty items ordered and equipment on-hand continues to expand. Some room was gained with the addition of rolling shelves in FY 2021; however, that space created has continued to dwindle in two years. A small additional amount of space will be gained as the Division transitions away from warehousing all of our uniforms in-house, but by FY2027, that is expected to dwindle as well as we strive to maintain complete operational readiness.

The unit maintains three vehicles and a response trailer. These vehicles take up five spaces in the PSB parking lot. In addition, many deliveries are brought in on shipping pallets. Due to a lack of space, we are unable to store these pallets and many end up sitting in the hallway of the entry/exit of PSB until they can be re-located – sometimes a few days. When these pallets arrive, we also have no loading dock and delivery of items sometimes has to be refused due to the inability to off-load these items.

Next Steps

- Secure a location (warehouse style) with a loading dock and at least two garage bays to house the Logistics Unit.

Potential Obstacles

- Funding to rent and provide utility services to this space.
- A lack of space available close to PSB for conducting such an operation.

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

With the additional officers added to the compliment and the growth in Henrico County, more officers mean more equipment and supply needs. Also, more calls for service will mean more evidence and property collected which will continue to consume available space in the Annex and require more work of the personnel staffing the unit.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective: To complete the contracting and develop the rollout plan for the new uniform.

The contract has been completed for manufacturing and distributing the new uniforms. The roll-out of the first uniforms began in April 2023, and the process will continue into 2024.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	1	0	0	0	0	0
Civilian	8	0	0	+1	+1	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

Increase the size of the Logistics Unit to accommodate specialized equipment and stock. In addition, as more and more equipment and supplies are arriving on pallets, a receiving location to accommodate off-loading of those pallets is needed. With the current location unable to expand, finding an off-site location appears to be the only viable option. Ideally this location would have at least two garage bays capable of housing the two Logistics scene response vehicles.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

None at this time.

Fiscal Records

Section: Administrative Services Bureau

Submitted by: Lieutenant Colonel M. E. Palkovics

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

The Fiscal Records Unit continues to support the Police Division mission. Looking forward to the upcoming five years, the unit does not expect to require an increase in the current approved staffing levels, even with the growing complement numbers. Using technology and a having strong workforce, the unit expects to continue providing superior service to its customers and stakeholders.

Also involved with grants will be improving the process for requests and tracking larger priced purchases, placing them on the “needs list.” This provides a ready list of items that have been identified as priority needs but for which funding has not already been established. The process will help Fiscal Records as they seek to identify additional funding sources. It will require the Executive Staff to be more forward-looking on equipment needs, thinking of longer term goals as opposed to spur of the moment decisions.

Unit objectives will focus on procedural changes, increasing efficiency for Division members and the unit’s personnel. These changes will include digitizing all paperwork so it can be submitted electronically. This will allow the unit to track paperwork in the chain of command and increase the speed at which submissions can be reviewed and forwarded through multiple supervisory levels.

Next steps:

With increasing staffing numbers, it is anticipated the Division will need to pursue and obtain more grants to support new technology and policing initiatives. The unit will continue identifying and applying for grants to purchase technological equipment and other supplies. They will work with Division staff to identify programs which can be supported and started with grant funding. This initiative will impact Fiscal Records and other units that will be tasked with developing programs geared towards crime prevention, target hardening, officer wellness and proactive policing.

Obstacles:

None.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Training.

The Fiscal Records Unit will increase their external training to all levels of supervision on the budget process and teach people how to properly budget for their unit. Fiscal management will be implemented for all employees to better manage their unit’s budget and needs. Additional training

from the unit will focus on timekeeping and the proper way to account for and track employees' work times.

Objective 2: Timekeeping Program.

The unit will continue to work to implement a new timekeeping program that has been in development for several years. The unit will have the new program implemented, trained, and functioning by 2028.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	0	0	0	0	0	0
Civilian	4	0	0	0	0	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

None.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

None.

Fleet Services

Section: Administrative Services Bureau

Submitted by: Lieutenant R. S. Johnson

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

Fleet Services will be directly affected by population growth over the next five years. As the population grows and increases the need for police services will also increase. To maintain the level of service which traditionally has been provided, additional personnel will be needed. For each new Division member, a corresponding vehicle will be needed.

To accommodate this need, Fleet Services will purchase approximately 70-80 vehicles per Fiscal Year. This will include vehicles that will be marked and be used predominantly by the Patrol Bureau, as well as unmarked vehicles for other units. Each of these units will be outfitted with emergency equipment and maintained over the life of the vehicle.

Additional vehicles above the normal replacement purchases will be purchased over the next 5 Fiscal years for new positions added each Fiscal year:

Police vehicle purchases	Proposed change FY23	Proposed change FY24	Proposed change FY25	Proposed change FY26	Proposed change FY27
Marked vehicles	+10	+10	+10	0	0

For the FY26 and FY27 fleet readiness will be evaluated to determine the number of any additional purchased that are needed for the Division

Potential Obstacles

Due to national and global issues like COVID, civil unrest, supply chain issues, and the fluctuating costs of fuel and products, Fleet Services is at risk of being unable to adequately maintain and modernize the large fleet of vehicles in use for normal operations in Henrico County. Approximately 850 vehicles are currently in service for sworn and civilian use. Delays in parts acquisitions for maintenance may take a vehicle out of service for greater amounts of time, thus decreasing the available fleet.

The availability of new, pursuit-rated police vehicles has decreased. Traditionally, Ford has been the major provider of new vehicles. Production delays due to supply chain issues have decreased the flexibility the Division traditionally enjoyed. Alternate makes and models of comparable vehicles are currently being evaluated. Diversification of the makes and models of vehicles would reduce future issues.

Fleet Make up Percentage	Current Percentage (approx.)	Proposed Percentage change FY23	Proposed Percentage change Y24	Proposed Percentage change FY25	Proposed Percentage change FY26	Proposed Percentage change FY27
Ford	99	0	-5	-5	-5	-5
Dodge	<1	0	+2.5	+2.5	+2.5	+2.5
Chevrolet	<1	0	+2.5	+2.5	+2.5	+2.5

By slowly adding non-Ford vehicles to the fleet the Division is less likely to face a major disruption to the fleet if one manufacturer has significant issues with the production of vehicles. As additional types of vehicles are obtained and evaluated, a better idea of the type, make, and model of police vehicle which would best benefit the Division will be determined.

The cost and availability of replacement parts, in particular electronic components, has limited the ability to repair vehicles currently in the Division’s inventory. When possible, Fleet Services will utilize surplus vehicles for parts needed for both minor repairs and body repairs for damaged vehicles. Vendors who are utilized for body repair have reported the need for specific parts to complete their work. Examples of these parts include headlights, hoods, and passenger compartment doors. This has decreased both the cost of replacement parts and the time needed to have a vehicle serviced and returned to duty. This practice will continue and be monitored to utilize available resources to facilitate the maintenance of the fleet.

The fluctuation of fuel prices has presented hurdles for Henrico County to fiscally utilized funds for its operations. Two Hybrid Ford Police Utility (PIU) vehicles are currently in use. Evaluations of the fuel consumption and costs of this type of vehicle are ongoing, providing a limited analysis. Over the next three FY’s, three additional hybrid vehicles will be added to the fleet per year, to increase the evaluation of this type of vehicle. These additional vehicles will be placed into service in the Patrol Bureau at the officer level. This type of Division member traditionally accrues the most mileage per year. This will better evaluate the use of hybrid vehicles to minimize fuel costs. Depending on the results of this process, decisions for additional hybrid vehicle purchases will be made.

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

With the ongoing supply issues from automotive manufacturers, different vehicle assignment policies may need to be evaluated. Ongoing efforts will be made to evaluate potential other vehicle manufacturers that may begin to supply vehicles for Law Enforcement use.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Create and implement an electronic Trip Ticket program with the assistance of Computer operation.

This will replace the paper DOP-039 with an electronic system for better tracking of fleet vehicles. The modernization of this process will be accomplished through a joint effort with Technology Support. A system will be developed and tested before rolling out to the Division.

Objective 2: Begin the transition of purchasing and maintaining vehicles for the Animal Protection Unit.

Two vehicles to be purchased and outfitted during this FY.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	2	0	0	-1	-1	0
Civilian – FT	2	+1	0	+1	+1	0
Civilian – PT	1	-1	0	0	0	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

The Police Division currently has a large Community Response Vehicle (CRV) that needs replacement. This vehicle was purchased in 2005 and has accumulated approximately 11,000 miles of road use. The Central Automotive Maintenance (CAM) Director performs a yearly analysis of county vehicles and produces a report to assist in the decision-making process for vehicle replacement. Some factors considered are fueling costs, labor costs, age of the vehicle and miles driven with the vehicle. The CRV has the fourth highest total score for this analysis, indicating that this vehicle should be replaced.

The technology inside the vehicle is outdated and maintenance costs will continue to rise. The availability of replacements parts is also becoming a challenge. The cost of a replacement vehicle would be larger than the fleet yearly budget could support. The best option for replacement of this vehicle would be to secure funding from an outside source, such as a grant. A replacement project should be started in FY24 with a completion date of the end of the fiscal year.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

None at this time.

Technology Support Unit

Section: Administrative Services Bureau

Submitted by: Department IT Manager B. M. Atkins

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2024: Have members maintain a minimum of 10 hours of specialized IT training

The technology field is rapidly evolving and the need for our team to stay up to date on tools and trends is critical to efficient operations. This amount of training is a great minimum to ensure that we are getting at least some time to fine tune skill sets in all areas of responsibility. The Division funds continual online training for our unit that allows for skills assessment and certifications.

Next Steps

- Begin scheduling time for members to have set aside and dedicated for training.
- Find a space where they can be removed from distractions to train or allow online training to be completed via remote work.
- Identify areas of interest from team members and areas of needs for the Division to get the best use of training possible.

Potential Obstacles

- Remote work is allowed on a limited basis by the Division for our unit; however, expanding this option would be beneficial.
- We already have space constraints, and creating an area to train within the current office space will be difficult to accomplish.

FY2024: Implement fully hybrid work schedule

The IT field is still becoming increasingly competitive and one way to compete is to offer flexibility in scheduling. The ability to work remotely some days goes a long way to improve a members' work/life balance and the ability to get training or administrative work done without the distractions of the office. This is commonplace in nearly every sector's IT team and was just recently an obstacle to getting applicants interested in applying for a vacant position.

Next Steps

- Submit a request to implement a structured, hybrid work schedule. The structure would allow for some flexibility within the unit for scheduling but would require members at different levels to be onsite a set number of days.
- Once approved, submit Directive or SOP changes to memorialize that structure so that there is no confusion or inconsistency in its implementation.

Potential Obstacles

- Currently not approved.

FY2025: Expand Complement

Add two (2) additional full-time Department Technology Specialists. These would be a DTS level III and DTS level IV. An additional staff member is needed due to the increase in staffing elsewhere in the Division and the rapidly expanding uses and changes of technology. The Division has been adopting technology in very different, good, and significant ways in the last 5 years. This adoption has increased our workload in kind. We are presently operating at a ratio of 1 working technician to 223 Division customers. If you include the IT Manager, that ratio only drops to 1 to 179. By comparison, in the year 2000, this unit had a staff of six (6) that supported 722 employees with a ratio of 1 to 119. In addition to this, the proposed additional DTS IV and the current DTS IV would be reclassified to supervisory roles.

Next Steps

- Conduct a full audit of personnel time needs to accomplish the jobs to of the unit, comparing the needs of the 12-months prior to the addition of the new staff, to the 12-months following the hire.
- Conduct an audit of workload and responsibilities of current members.
- Evaluate the time needs and constraints for them based on the current year, plus the previous year.
- Assess if there are any services currently provided by Police IT personnel, which will need to be scaled back in order to accommodate the growing needs of the Division.
- Determine possibility of reclassifying Department Technology Specialist IVs to Supervisory role.

Potential Obstacles

- Funding, to include additional equipment and software licenses, to add additional personnel will need to be approved.

FY2025: Increase footprint of our Division issued cell phones.

Cell phones have evolved from simple devices to make and receive phone calls/text messages to devices that can be used as powerful tools to save costs and work more efficiently. For this reason, a benefit was recognized and implemented that allows every single police officer, regardless of assignment within the agency, to have a Division issued cell phone.

FY2026. Expand Compliment

Add one (1) additional full-time Department Technology Specialist. This would be a DTS level II, hired as a level I who must meet the criteria for a level II within two years of employment. An additional staff member is needed due to the increase in staffing elsewhere in the Division and the rapidly expanding uses and changes of technology. Even with staffing increases, if approved, in FY25, that would only reduce the user to technician ratio to 1 to 149 if you do not include the

supervisor. However, with the increases in staffing and technology adoption, it becomes increasingly difficult to be both an effective supervisor and an effective technician.

Next Steps

- Conduct a full audit of personnel time needs to accomplish the jobs to of the unit, comparing the needs of the 12-months prior to the addition of the new staff, to the 12-months following the hire.
- Conduct an audit of workload and responsibilities of current members.
- Evaluate the time needs and constraints for them based on the current year, plus the previous year.

Potential Obstacles

- Funding, to include additional equipment and software licenses, to add additional personnel will need to be approved.

FY2026: Physical Space Needs

The Division has had significant equipment need increases over the last fifteen years. When the compliment of the Division increases so does the amount of space needed to store the equipment required to accommodate the growth. To accommodate staffing and supply increases, the Police Technology Support Unit needs more space. The unit typically must store upwards of 400 devices annually, plus maintain a server room, supply maintenance, tools, and other miscellaneous equipment. In addition to this we maintain a shared unit vehicle that has a variety of supplies in it to respond out to remote locations and, in recent years, to active scenes and major events.

In addition, most of the supplies delivered to us are brought in on shipping pallets, further complicating our space issues. Due to a lack of space, we are unable to store these pallets and many end up sitting in the hallway of the Police/Fire Training hallway until they can be re-located. However, if the deliveries arrive near the end of the workday, we cannot leave them unsecured and must either utilize the Police Training closet next to our offices or stay after-hours to properly secure the equipment. When these pallets arrive, we also have no loading dock and delivery of items sometimes must be refused due to the inability to off-load these items.

Next Steps

- Ideally, we would be relocated to a central facility where we would have campus style (County 1GB/10GB data center connectivity) with a loading dock where we could accept deliveries.
- More realistic, and simplistic, would be a Capital Improvement Project to either:
 - Expand the Police Technology Support unit into the Police Training closet (adding a door from what is currently our “Front of the House” allowing access to and from the “new front of the house”). Place keycard access on the main entrance to Police Technology Support and the Police Technology Support

Server Room. Replace the two pedestrian doors of the closet with a roll-up style “Service Window”.

- Move Police Training offices down to where Police Technology Support currently is and move Police Technology Support to where Police Training currently is. This would give Police Technology Support nearly double the space, existing keycard access to both a front and back door, space for a small Server room (like what we have now) and the ability to add a wall and door to the front of Police Training to secure the back area.
- In either scenario – Police Technology Support needs to be able to benefit from using every available square foot of space to store equipment. Just securing the entrance to Police Technology Support now would allow us to utilize the hallway for storage space. However, without either of the above options, we would appear to be “closed off” to our customers during operating hours. That is neither desired nor acceptable.

Potential Obstacles

- If a whole new facility to locate to: funding to rent, network connectivity and associated costs.
- If a whole new facility, a lack of space available close to PSB for conducting such an operation.
- If at the existing training center, funding associated with a Capital Improvement Project would need to be secured and Police Training would have to move out of their closet and/or trade offices with Police Technology Support.

FY2026: Additional Virtual Host and Mass Storage Array

While existing virtual hosts and mass storage arrays are already scheduled for replacement, we may need to consider adding an additional host and array to support expansion. This would be evaluated and, if determined to be needed, requested in FY27.

Next Steps

- Needs will be evaluated and, if needed, funding will be secured

Potential Obstacles

- Only funding if determined to be needed

FY2027: Stored Print Jobs

This would be a “stored print jobs” by default. The overall goal would be to work towards this by fiscal year 2027 to dramatically decrease the amount of paper we use. We will be working on a variety of other projects up until this point to help with that, but we will always need to print. This gives us adequate time to make the necessary adjustments as an agency to migrate to stored

printing as the default option. This way, if you did not mean to print something, it does not waste paper and it cuts costs.

Next Steps

- Our unit will be communicating regularly with Division members up until this point and we will hopefully be able to transition to this as our default option by fiscal year 2027.

Potential Obstacles

- Work culture changes are historically the most difficult to implement.

FY2027: Purchase additional virtual host and mass storage array.

Based on a review of our needs in FY26, it is likely that we will need at least an increase in storage on-premises or a replicated on-premises target. At our typical rate, this is a very likely scenario. The same is true for an additional virtual host

Next Steps

- Based on estimates and requests from FY26, a request for funding will have already been submitted if the need is there for it.

Potential Obstacles

- Funding will be a challenge as there can be recurring costs with both.

FY2028: Expand Compliment

Add one (1) additional full-time Department Technology Specialist. This would be a DTS level II, hired as a level I who must meet the criteria for a level II within two years of employment. This would be the final compliment increase for the unit and would bring the user to technician ratio to 7 to 1 to 127 and, when you include the IT Manager, 1 to 111. This would of course be dependent on Division complement, as a whole, staying near FY25 levels.

Next Steps

- Conduct a full audit of personnel time needs to accomplish the jobs to of the unit, comparing the needs of the 12-months prior to the addition of the new staff, to the 12-months following the hire.
- Conduct an audit of workload and responsibilities of current members.
- Evaluate the time needs and constraints for them based on the current year, plus the previous

Potential Obstacles

- Funding, to include additional equipment and software licenses, to add additional personnel will need to be approved.

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

With the addition of officers to the complement and the growth in Henrico County, more officers, in turn, equals more equipment and support needs. We are averaging 300+ service tickets/calls a month. This will also increase our workload to continue to find highly efficient solutions so that we are operating with only what we need. However, with a 24/7/365 agency, too little staff will result in employee burnout. The average time to train someone in all aspects of the unit is approximately 1.5 to 2 years.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: To work towards securing four (4) additional staff members.

Objective 2: To complete the roll out/transition to modular laptops.

The need to have a more powerful computer in the hands of every police officer was badly needed. Now, with the advent of modular computers, we are able to “customize” computers to the needs of units, or even individual officers without having to purchase other specialized equipment.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Civilian (Non-supervisory)	4	0	0	0	+1	+1
Civilian (Supervisory)	1	0	0	+2	0	0
Civilian (Total)	5	0	0	+2	+1	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

Increase the size of the Police Technology Support Unit to accommodate the increased quantity of equipment and stock. In addition, as more and more equipment and supplies are arriving on pallets, a receiving location to accommodate off-loading of those pallets is needed. Alternatively, expanding the unit in its existing location by allowing us to take over the Police Training closet, or having us switch places with Police Training entirely would also be a viable solution.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

There will be the need to purchase the required equipment and licensing for the increased number of personnel and for the Division to continue investing in readily accessible specialized IT Training.

Patrol Bureau

Section: Field Operations

Submitted by: Major T. A. Alvis, Captain B. K. Cook, Captain R. L. Heinig, Captain S. R. Mulè, Captain J. S. Quesinberry, Lieutenant R. J. Bordner, Sr., and Lieutenant J. R. Howard

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2023: The Patrol Bureau saw a need for additional Patrol Rifles and was budgeted for a total of 50 additional rifles to be distributed to Patrol officers. This need was justified based on the rise in gun violence in Henrico County and the type of guns that Henrico Police officers have encountered on the street. The Police Division also purchased three crime scene screens for each station. This justification came from an increase in people trying to get into crime scenes to cover and/or take victims from the scene (two occasions with large crowds). The crime scene screens allowed Patrol to maintain crime scene preservation without further escalation of violence.

As Henrico County continues to see growth in residential, commercial, and entertainment development, there will be a need to increase manpower, equipment, facilities, and technology in order to continue to provide exceptional police services to those that work, live and play in Henrico County. Potential obstacles include funding.

FY2023 – FY2027: Within the next 5 years Central Station is poised to see significant growth in its residential units and commercial retail space. Currently, there are at least 6 new development projects within Central Station that bring an increase of 2 new hotels, 4586 residential units, a 17,000-seat sports arena and 309,400 square feet of commercial/retail space. These increases have the potential to strain the availability of critical first responders at our current staffing levels.

FY2025: The selected location along Airport Drive has been chosen, and the designated property has been purchased by Henrico County for the new Henrico County Police Division's South Police Station. All staff, resources, vehicles, and materials will be moved during the Winter of 2024-2025. The new South Station groundbreaking occurred in December 2023 and, barring any unforeseen circumstances, will be operational in the beginning of 2025.

Next Steps

- Complete an inventory of every item, piece of furniture, and equipment that will be moved from the Fair Oaks Substation to the new South Police Station.
- Coordinate vehicles and manpower that will be needed to move all heavy equipment, furniture, and vehicles from the Fair Oaks Substation to the new South Police Station.
- Create a timeline for the movement of all personnel and equipment so that it does not impact calls for service or the Division's ability to provide needed public services.
- Plan for administrative duties to be reassigned in the short term so that there is not a lapse in services, specific to phone calls or walk-in visitors to either police station.

- Communicate the plan of action for the move to all Division personnel, with a focus on South Station personnel, prior to the move to ensure efficiency, consideration, and ownership.
- Coordinate the delivery and setup of all new office furniture, to include desks, chairs, filing cabinets, bookcases, etc.
- Coordinate the delivery and setup of all new gym equipment, to include cardiovascular machines, weight machines and benches, mats, free weights, and other miscellaneous gear.

Potential Obstacles

- The builder and/or contractors have logistical barriers and/or supply shortages which would lengthen the proposed timeline for the new station.
- The purchased land requires unexpected labor or alterations that will impact the builder's timeline to break ground, build, or progress with the project.
- Additional funding is needed to complete the project that was not able to be planned for during the initial planning phase.

FY2023 – FY2027: The current call taker number for South Station, according to the master patrol roster, is 72. The time to safely complete calls for service has gone up by 17.3% over the past four years. For planning purposes and considering both population increases and the time per call for service increase, we propose a 15-20% increase in South Station manpower between FY2023-2027. With this proposed increase, it would bring the total number of South Station call takers from 72 to 83-86, reflecting the 15-20% increase based on the number of call takers today.

Increasing manpower in the South Station would enable officers and supervisors to better handle the growing needs of both the citizens and guests that require services and deserve outstanding customer service from their first responders. An increase in manpower will also heighten officer safety amongst the rise in gun violence and violent criminal offenses occurring nationally.

Next Steps

- Regularly encourage all personnel to remain the best recruiters for new hires and that every interaction is an opportunity to form and build positive relationships and experiences.
- Work with the Personnel Unit to assist with recruitment events when available.

Potential Obstacles

- Inability to hire new officers due to lack of interest or abilities.

FY2023 – FY2027: The South Station Directed Action Response Team (DART) is responsible for Part I crimes in the South Station, with a focus on interdiction, violent wanted subjects, and gun violence. In 2022 alone, the team, made up of five officers and one sergeant, can be credited with 234 Felony arrests, 62 Misdemeanor arrests, locating 127 wanted subjects, serving 241 active warrants, seizing \$20,223 in currency, and seizing 20 guns, along with removing sizeable amounts of illegal narcotics from the South Station.

Next Steps

- Continue an annual DART interview process, which results in a list of the most qualified candidates to fill the role of a DART Officer.

Potential Obstacles

- Lack of manpower on platoons would prevent the transfer of an officer to the DART Unit.
- Lack of support for the DART Unit, their mission, or their value to Henrico County and the Police Division.

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

As the population continues to grow, the Henrico County Police Division will need to assess and re-evaluate its current Zone and Beat structure. The Division may need to include more beats within densely populated zones such as the 20, 40, 60, 70 and 80 zones. These additional beats would be assigned and justify the additional need for manpower within Patrol Bureau.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Reduction and prevention of Violent Crime.

- Patrol Station Commanders and Executive Officers meet bi-weekly with Crime analysts and strategic partners in the Division to discuss crime statistics and prevention measures to be deployed in the communities impacted by violent crime.
- Community initiatives are established to reduce violent crime and provide wrap around services to those impacted by crime in the community. An example of this is the St. Lukes Crime Initiative whereby DART, Patrol, OCS and GIT all focused on efforts to reduce crime through enforcement tactics focusing on violent offenders, gang members and drug dealers. Once enforcement efforts decreased due to an absence of crime, Community Policing updated ban lists, improved community maintenance and CPTED issues (to include a new fence and camera system) and worked to provide trauma care working with Social Services and Henrico Area Mental Health and Developmental Services employees.

Objective 2: Education and Projects to reduce property crimes.

- Patrol members worked on developing projects to reduce some of our most prolific property crimes. During 2022 and 2023, the County saw a dramatic increase in larceny crimes. These numbers were driven by larcenies from autos (including stealing catalytic converters), auto thefts (trending to steal Hyundai and Kia model cars) and larcenies of guns from vehicles.
- Patrol has developed and worked with the Office of Public Affairs to develop public service announcements to lock and secure items in cars.
- Members of Patrol developed a plan to stencil and paint catalytic converters so that they could be identified when sold. The project expanded to several units within the Division and community partners.

- Legislation and policy were sought and approved to hold juveniles more accountable for vehicle theft and gun crimes within the Commonwealth. This was accomplished through lobby of State offices and leadership discussions within Patrol/County leadership and the Henrico Department of Juvenile Justice.

Objective 3: Continue to answer 9-1-1 calls for service and enforce traffic laws within the County of Henrico.

- West Station has seen an increase in calls for service, as well as an overall increase in call time throughout all Stations of the County. Combined with staffing issues, maintaining appropriate manpower needs is critical to the mission of Patrol Bureau. Currently, the use of exceptional overtime has been authorized to fill needed staffing levels. In the future as manpower levels become balanced, additional staffing will be needed in West Station and Midnight Watches to maintain safety and operational readiness.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Patrol	368	0	+10	+10	+10	+9
Dart	Under Patrol	0	0	0	+2	0

*West numbers are in addition to number allocated through the FY2022-25. Other Stations include those numbers for a total need by end date.

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

Standalone West Station

Find property and begin construction of a standalone West Station. The Public Safety Building is overpopulated, and this would provide the Commanding Officer the autonomy for the station responses.

To develop a proposal for the design and implementation of a new Patrol Station facility (West) that will maximize the efficiency of the delivery of Patrol services in the respective station.

- Potential Cost (as of June 2020)
 - Land: \$1,128,286
 - Planning and Design: \$869,018
 - Construction: \$4,892,879
 - Other Project Costs: \$650,947
 - Furniture and Fixtures: \$508,749
 - Total Cost: \$7,527,536

West Station Improvements

Begin the conversion of the current Patrol Operations Sergeant's and Lieutenant's offices, Patrol Briefing, and office space for the West Station. The purpose of this update will be to accommodate space requirements for Watch Commanders; for Patrol Supervisors to have a location in which to conduct personnel meetings; and for those that need a private space in which to conduct business. This will also give Patrol a space solely for patrol briefings and daily business that is not utilized by other components. Additionally, a briefing and work area for the West DART is needed. This project is currently in process.

Central Station Improvements

While the facilities at Central Station's Villa Park Headquarters are relatively (having opened in 2013), there are upkeep and maintenance costs associated with an aging building. These include but are not limited to maintenance and upkeep of security systems, maintenance, and upkeep of the interior/exterior of the building and replacement of physical fitness equipment.

- The evidence processing area of Villa Park was constructed without an external exhaust fan system. The increase in narcotics seizure containing drugs such as Fentanyl necessitates the addition of such a system to ensure employees can safely package evidence.
- The signage in front of the building is in need of updating. The current sign is delaminating and in need of repair. As Central Station continues to see increases in growth and development consideration should be made to have equitable signage with the Public Safety Building to provide similar customer service to the residents of Central Station. Digital signage would allow the replication of messaging received in West station to be provided to Central Station.
- Security equipment costs should be relatively low in the next five years as the equipment for the building was upgraded this year. Additionally, the procurement and installation of the security fencing has been approved and should be installed later this year.
- Maintenance and upkeep of the facilities would consist of painting the interior of the building and replacing the carpets.
- The furniture in Villa Park is now 10 years old. In 3 to 5 years, we will need to replace some or most of those items in the following locations:
 - Briefing room
 - Office space
 - Off-going briefing rooms

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

Directed Action Response Teams (DART) Assessment

DART utilizes unmarked enforcement vehicles to address crime covertly. DART would benefit from three or more unmarked vehicles. This will allow DART members to cover more areas and

potentially allow for more DART members in the future. They are also requesting the issuance of additional entry tools for all DART teams.

Body Worn Camera (BWC) Racks

Placing BWC racks throughout fire stations in the West station is requested. More docking racks for officers will provide more opportunities for officers to dock their BWC during their shifts. This will reduce the amount of time officers need at the end of a tour to ensure all pertinent videos are downloaded per directive. The following fire stations have been identified as the most useful and strategically located throughout the West station covering all zones: Firehouses #9 (Quiocassin Road), #10 (Horsepen Road), and #19 (Short Pump).

Flock Cameras

A flock camera is a device that captures objective evidence such as license plates and vehicle detail. The camera then sends real time alerts to law enforcement. West station currently has eighteen flock cameras. They are currently being utilized in the 81 and 65 service areas. It is requested that twenty more be purchased over the next 5 years.

Vehicle Needs

Patrol SUVs containing rear cages, two additional per platoon, are requested. These cages are useful to transport subjects that are combative or of hygienic concern without waiting for an available patrol wagon.

Equipment needs vary from Station to Station; however, not included above is additional technical and safety equipment that is being requested:

- Replacement Tourniquets +500 (FY2027)
- Portable stretchers +36 (FY2024)
- Night vision/ portable FLiR +36 (FY2024)
- DART unmarked vehicles used for surveillance (2 per team) +6 (FY2025)

Marine Patrol

Section: Special Operations Group

Submitted by: Major K. R. Burnett

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2024: Fill Unit Vacancy

The Division's Safe boat requires two Marine Patrol Officers to deploy the vessel. Filling the empty vacancy will allow the boat to be present on the James River more, thus providing a safer environment for commercial and recreational boaters.

FY2025: Obtain funding to construct covered storage for Police Marine One

UV rays deteriorate the Safe boat's rubber collar, window seals, and decking requiring the \$30,000 collars to be replaced every 10 years. Covered storage will slow this deterioration down greatly. Building a covered storage at the Marine Patrol Substation will allow for growth at Deep Bottom Boat Landing.

FY2026: Overhaul the Marine Patrol Substation

Overhauling the Marine Patrol Substation will allow this location to be used by Patrol Officers assigned to the far south area of Henrico County. Better internet infrastructure will allow for BWC docking stations, computer docking, and updated printer/scanning abilities. Updating infrastructure at the Marine Patrol Substation will allow this location to be used for briefings, training, and a command post.

FY2027: Equipment replacement plan for specialized equipment

Currently, the Marine Patrol vessels, motors, and trailers have no replacement plans. Establishing a preplacement plan for this equipment will allow the Division to budget for these items. This will keep the unit operational and prevent down time while seeking funding and procuring replacements.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Continue to evaluate staffing needs to fill vacancies as required.

Objective 2: Continue to evaluate funding sources to pay for equipment needs and improvements to facilities.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	2	0	0	0	0	0

The Division’s Safe boat requires two marine patrol officers to deploy the vessel. Filling the empty vacancy in FY24 will allow the boat to be present on the James River more, thus providing a safer environment for commercial and recreational boaters. Adding two additional Marine Patrol Officers will allow the unit to work the same 4-on 4-off schedules as Patrol and the deployment of a vessel every day if needed.

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

Covered storage for Marine One at the Marine Patrol Substation. Infrastructure updates to the Marine Patrol Substation to provide high-speed internet.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

Side scan sonar will allow the marine patrol unit to search the bottom of riverbeds, ponds, and retention ponds for victims and evidence. Dive equipment will allow the Division to conduct our own water search and recovery and evidence collection in the James River, ponds, and retention ponds in Henrico County without having to rely on other agencies to dive for us.

Metro Aviation

Section: Special Operations Group

Submitted by: Major K. R. Burnett

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2024: Replace the Metro Aviation transport plane.

The current transport plane is a 1979 Cessna 182RG. The Metro Aviation Unit needs an updated transported aircraft with a higher cruise speed, updated avionics, and certified for known icing conditions.

FY2025: Establish a replacement plan for Metro Aviation aircraft, EO/IR cameras, downlink systems, and mapping systems.

Create Metro Aviation equipment replacement plans.

FY2026: Increase the pilot compliment by one pilot per agency and hire a Metro Aviation employed mechanic to maintain the fleet of aircraft.

Increasing the pilot compliment will allow Metro Aviation to extend their operational hours. Adding a Metro Aviation mechanic will allow for quicker aircraft maintenance, and better-quality service will provide safer flight conditions.

FY2027: Increase the pilot compliment by one pilot per agency.

Increasing the pilot compliment by another officer per agency will allow the Metro Aviation to provide 24/7 coverage.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Continue to evaluate staffing needs to fill vacancies as required.

Objective 2: Continue to evaluate funding sources to pay for equipment needs.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	3*	0	0	0	+1	0
Civilian	0	0	0	0	+1	0

*Authorized positions are for officers only, not supervisors.

Increasing the pilot compliment will allow the Metro Aviation Unit to enhance its operating hours. Overall, increasing pilot complement and replacing aging equipment will enhance the life safety services that the Metro Aviation Unit provides to the participating agencies and to Henrico County citizens.

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

Replace the 1979 transport plane. Replace the aging EO/IR camera and mapping system on Air 2.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

Replace the 1979 transport plane. Replace the aging EO/IR camera and mapping system on Air 2.

Traffic Enforcement

Section: Special Operations Group

Submitted by: Major K. R. Burnett

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2024: Fill Motor Unit Vacancy and Expand Complement

Motor Unit - Restore the Motor Unit back to its authorized complement of six (6) officers and, if feasible, by FY24, increase the unit to eight (8) officers to cover more funeral escorts as well as handle the increasing number of traffic complaints being received. Getting the unit back to six (6) would only result in getting that one (1) officer outfitted with the proper gear to ride the motorcycle, since a motorcycle has already been purchased. All uniforms and equipment for the two (2) additional officers would have to be purchased. There would be no added costs to the Division as we currently have enough motorcycles to outfit an eight-man unit.

The service demands of the Motor Unit continue to grow. Motor Officers have proven to be very effective in dealing with traffic/speeding complaints. In addition, calls for funeral escorts, which is a primary responsibility of the Motor Unit, continues to increase. The urbanization of the county increases the complexity of such escorts. In addition, the current staffing of the unit by six (6) officers does not allow for staffing of all funeral escorts by Motor Officers and results in those service demands being placed upon the Division's Patrol Bureau. The addition of two (2) officers will allow for the creation of four (4) two-man motor units and improve service delivery. A request would be made to change the Motor Unit's schedule to working four 10-hour days, and once a month they would work a Saturday schedule which would relieve the funeral escort burden from Patrol. There is a current list of motor-certified officers within the Division, and the vacancies can be filled very quickly.

Selective Enforcement Team - Recommend the two vacant SET positions be converted to Motors, which would eliminate this unit. However, with proper planning and coordination with Fleet, this unit could be brought back, bringing the Traffic Enforcement Unit (TEU) back to comparable numbers of agencies of Henrico's size.

FY2025: Fill any vacant motor position and add the one SET officer position.

Motor Unit - Maintain complement of 8 Motor officers.

Selective Enforcement Team - The new request would be to add one SET Officer to the unit per year over the next five (5) years. At the end of the fifth year, a new process would be run to replace that officer. This creates a rotation for newer officers to the unit. It would generate interest in the unit and provide officers who are engaged in traffic enforcement the opportunity to be reassigned to this unit each year. It also helps invigorate the unit by having new officers who are proactive towards traffic safety.

Since there is no specialized training involved in this position, any officer moving to it would be able to start immediately. The coordination with Fleet would be to make sure there is an unmarked enforcement vehicle to be used due to the number of traffic complaints they would handle. There are no other extra costs for these positions. As the officers stay in this unit, they can be cross trained in many different fields.

FY2026: Fill any vacant motor position and another SET Officer position.

Motor Unit - Maintain complement of 8 Motor Officers.

Selective Enforcement Team - Add another SET Officer to the team to bring the unit total up to two (2) officers.

FY2027: Fill any vacant motor position and another SET Officer position.

Motor Unit - Maintain complement of 8 Motor Officers.

Selective Enforcement Team - Add another SET Officer to the team to bring the unit total up to three (3) officers.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Continue to evaluate staffing needs to fill vacancies as required.

Objective 2: Continue to evaluate funding sources to pay for equipment needs.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	14*	0	0	+1	+1	+1

*Authorized positions are for officers only, not supervisors.

The plan for additional TEU officers is easily justified due to the growth of the county. There are more apartments and single-family dwellings being built now which adds more traffic on the county’s roadways, along with enhanced complaints regarding traffic issues. In just two years from 2020 to 2022, our average number of traffic complaints per month has jumped from 10-15 up to now having around 30 complaints in our TRAX system. TEU must grow with the infrastructure of the county to maintain the job function of traffic safety.

As mentioned above, increasing the Motor Unit to eight (8) officers will allow them to change their schedules to longer days. Making their schedule a 4-10 schedule allows for longer hours during the day and evening and will allow the unit to expand work hours to Saturday.

The SET Unit would be expanded to five (5) officers but implemented by adding just one officer per year. After the fifth year, the first officer that was brought in would then transfer out allowing

for another officer to take their place. This keeps new officers in the unit and allows officers within other components such as Patrol to be able to compete for a position each year.

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

None.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

Motor Unit - To be able to outfit any Motor Officer, equipment would need to be ordered which equals about \$3,000 per officer. This would include the helmet and all specialty clothing. Helmets do have an expiration on them, so they would need to be put into the 5-year rotation within the budget for replacement. The motorcycles for these positions have already been purchased so no extra vehicles need to be purchased by Fleet.

Selective Enforcement Team - would require for Fleet to build into their budget, one unmarked traffic enforcement vehicle for traffic purposes. There is no specialty equipment needed to fill one of these positions as we already have the existing equipment needed to outfit them. Another tool to rely on as it relates to speed measurement devices is to utilize the DMV Grant from the Highway Safety Office.

There is currently a needs list that is built year-to-year on file within SOG. These requests can come available with any end of the year money or other grants such as the JAG grant.

Emergency Services Unit

Section: Special Operations Group

Submitted by: Major K. R. Burnett

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2024: Expand the complement of the Emergency Response Team

The Emergency Response Team (ERT) currently has six (6) officers and one (1) sergeant, bringing the team to full complement. The workload of the ERT has increased over the past five years, observing an increase in critical incidents, operations, training, and program requests. With the continued growth of the county, specifically the Henrico Sports and Events Center and Green City Arena, the number of large-scale events will significantly impact the workload for ERT/SWAT. Increasing the complement of ERT to ten (10) officers and two (2) sergeants would help alleviate the workload and provide increased coverage to support the Police Division's goals and objectives. Of note, in FY 2020, 4 officer positions and one supervisor were reclassified to the Crisis Intervention Team (CIT). Add one (1) ERT position back to complement for the next four years.

FY2025: Expand complement of K9 Unit

The K9 Unit currently has eleven (11) officers and one (1) sergeant. The K9 Unit breakdown consists of (4) narcotics detector K9 teams, three (3) patrol K9 teams, two (2) bloodhound teams, and two (2) bomb detector K9 teams. The K9 Unit has seen an increase in requests to support the Police Division's goals and objectives in reducing violent crimes and the Henrico County Schools Division's efforts to reduce the possession of weapons and illegal drugs in schools. Increasing the compliment by adding one (1) patrol K9 team and one (1) bomb detector K9 team would improve the unit's ability to support these efforts and increase overall efficiency in providing additional coverage. Add one (1) ERT position back to complement as noted in FY 2024.

FY2026: Begin replacement of aging SWAT and EOD Team vehicles

The vehicles assigned to the SWAT and EOD teams are reaching their respective life spans in age and outdated technology. The SWAT Truck is 23 years old; it can no longer support SWAT operations as a command vehicle as the technology is limited and cannot be upgraded. The remaining SWAT vehicles, Armored Rescue Vehicle, and sprinter transport are aging and need replacing. With the increased growth and expansion of the county and the sports tourism and Green City arena, the need for an additional Armored Rescue Vehicle to support the Police Division missions will be critical. The EOD Truck will need to be replaced or a technology upgrade completed to operate new equipment and the recently purchased large EOD robot. Add one (1) ERT position back to complement as noted in FY 2024.

FY2027: Fill any vacant ERT or K9 position available

Emergency Response Team - Maintain a complement of 10 officers and two supervisors. Add one (1) ERT position back to complement as noted in FY 2024.

K9 Unit - Maintain a complement of 13 K9 Teams (4) Patrol, (2) Bloodhound, (4) Narcotics, (3) Explosive.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Continue to evaluate staffing needs to fill vacancies as required.

Objective 2: Continue to evaluate funding sources and to collaborate with Fleet Services to acquire specialty vehicles.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	17*	0	+1	+3	+1	+1

*Authorized positions are for officers only, not supervisors.

Increasing the complement of ERT to its original complement of 10 officers and two supervisors improves the ability of ERT to safely operate and mitigate the increase in critical incidents and support the goals of the Police Division. With the continued growth of the county, specifically the Henrico Sports and Events Center and Green City Arena, the number of large-scale events will significantly impact the workload for ERT/SWAT.

Increasing the complement of the K9 Unit to 13 by adding (1) an additional Patrol K9 Team and (1) Explosive Detector K9 Team would improve the unit’s ability to support the goals of the Police Division in reducing violent crime and increase overall efficiency in providing additional coverage.

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

Replace the aging and outdated SWAT and EOD vehicles as stated above in FY2026. K9 will be relocating to a new shelter in FY2024.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

Replace the 23-year-old SWAT Command/equipment Truck and purchase an additional Armored Rescue Vehicle (Bearcat). The typical cost associated with each vehicle can be large. Grant or increased funding in the Police Division budget will need to be secured.

Animal Protection Unit

Section: Field Operations

Submitted by: Captain S. M. Sears

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2024:

- Modify the starting salary for the currently approved Veterinary Position to \$140,000.
- Remodel/modify a space in the Henrico Police Animal Shelter to be an approved location for the practice of Veterinary Medicine for that facility (\$82,000).
- Work with General Services to implement regular upkeep of the administrative areas of the facility.

FY2025:

- Add (1) civilian Veterinary Technician position to the complement.
- Add (1) sworn officer position to the complement.
- Implement a refurbishment of the animal holding areas in the shelter.

FY2026:

- Add (1) sworn officer position to the complement.
- Add (2) civilian Police Support Technician II positions to the complement.

FY2027:

- Add (1) sworn officer position to the complement.

Next steps:

Measures are currently being undertaken to adjust the starting salary for the Veterinarian to be more in line with the existing job market in that field. There are currently ten positions for every one Veterinarian applicant in the Commonwealth of Virginia. An increase in salary is imperative to attract a qualified applicant.

Animal Protection Unit Staff is also meeting with General Services' Project Managers for that agency to determine whether the administrative area needs and the shelter refurbishment initiatives will be approached from one large Capital Improvement Project or several smaller ones. The remodel/modification of the future Veterinary space has already been projected by General Services and funding has been identified by the Budget Office.

Obstacles:

The additional position requests (1 Vet Tech, 2 Support Technicians, and 4 Officers) will be a tremendous output of resources. These positions, however, are pertinent for the everyday function of the unit. Except for the Vet Tech position, the other positions have not been added to the

complement over the past twenty-five years and are necessary to simply maintain general functionality concurrent with the expectations and the political climate that exists.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Civilian Complement

The goal for the next five years is to add (3) additional civilian positions to the existing complement. These positions would consist of (1) Vet Tech to assist the veterinarian with various procedures ranging from general care to surgery. This position would be mandatory in order to support the veterinary position that already exists but is currently vacant. This position would be proposed in FY 2025.

The additional (2) civilian positions would be Police Support Technician IIs. These positions are responsible for the care of the animals and the overall operation of the animal shelter. Additional positions will be necessary to monitor the animals in our care. This function will increase with public expectation coinciding with constant preventative care made accessible through the veterinarian and vet tech positions. These positions would be proposed in FY 2026.

Objective 2: Sworn Complement

During the operational period of the five years spanning from 2023 through 2027, it will be proposed that (3) additional sworn officer positions be added to the complement. These positions will be necessary due to the projected growth of our county and the continued increasing expectations of both internal and external customers. These positions will be proposed at a rate of (1) officer per year in the years 2025, 2026, and 2027. The addition of these positions will also allow the unit to increase minimum manning from two to three officers per shift. This would aid in decreasing response time as well as contribute to officer safety.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	16	0	0	+1	+1	+1
Civilian	12	0	0	+1	+2	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

There are several capital improvements needed for the Henrico Police Animal Shelter that will be necessary during the time period of this multi-year plan. The first project for 2024, the modification of space for a veterinary practice (projected cost of \$82,000 in FY24) has been discussed in 2023 and funds have been identified through meetings with the Budget Office.

Staff met with General Services to possibly identify additional projects during the next five-year period. These projects include a plan to upgrade the administrative areas of the facility that need painting, repair, and replacement. These areas have been utilized since May of 2008, without any upgrades and are showing significant wear.

Another potential capital improvement will be the repair and replacement of kennel components in the animal holding areas of the facility. These items include kennels, kennel configuration, as well as wall and floor coverings. These components have also been in service since May of 2008 without upgrade. It is proposed that this project be implemented in FY25 due to deterioration over time caused by normal wear and tear. The maintenance of these areas is required by the Office of the State Veterinarian.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

The only additional equipment that can be foreseen would be the cost of training and equipping the officers requested for the additional positions. This does not include the lease of the vehicles currently utilized by the unit. The current lease fee for the F-150s operated by the unit is \$550 per month (\$6600 per year per vehicle) as of FY 2023. Additional equipment costs for items such as truck bed covers, emergency lighting, consoles, computer mounts, and radio equipment are \$7,000 per vehicle as of FY 2023.

An additional expense that funding has not been identified for as of May of 2023 is the equipment necessary to outfit the veterinary clinic. Regional vendors consulted with our staff in January of 2023 to identify a list of equipment. The cost of these items has been impacted by inflation and the start-up price range has been projected as \$175,000 - \$200,000.

School Services

Section: Support Operations

Submitted by: Captain A. M. Robertson and Lieutenant C. G. Kovach

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2024: Fill vacancies to improve coverage at middle schools

The School Services complement was recently expanded by ten positions, to include seven officers, two sergeants, and a lieutenant. This combined with pre-existing vacancies gives us 11 vacant positions. Our focus for FY 2024 will be filling vacant positions with qualified officers and supervisors to improve coverage at middle schools. In addition, we will need to locate office space for the additional supervisors.

FY2024: Create one new officer position to provide service to An Achievable Dream Certified Academy Secondary at the Oak Avenue Complex.

An Achievable Dream Certified Academy Secondary at the Oak Avenue Complex currently hosts students up to the seventh grade. To maintain the current standard of one SRO being assigned to every middle school, the unit's complement would need to increase by one. In the fall of 2025, this campus will become a combined middle and high school.

FY2025: Expand Complement – one analyst

The analyst would provide intelligence to the SROs and the Division as a whole. They would assist with analyzing and reporting data (internal & external) as well as threat assessments. Threat assessments involving schools have increased ~162% from first semester of school year 2021/2022 to first semester of school year 2022/2023. Data requests have increased significantly in recent years from governmental agencies, the media, and the public.

The obstacle to these goals is staffing. Each section is experiencing vacancies and has its own goals for increasing staffing. The Division as a whole has to decide which vacancies are a priority and work towards that collective goal.

Next steps:

None.

Obstacles:

Active shooter events at schools across the nation have been on the increase for several years. The School Services Section does not have the manpower to provide security to all middle and elementary schools in the county. Additional resources will be necessary if there is an expectation to cover all schools (73 physical locations plus the virtual academy) in the county.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Improve engagement at elementary schools

School Services will improve engagement (training, programs, etc.) at each of the 46 elementary schools. In addition, we will improve data collection of engagement efforts by SROs.

Objective 2: Create an internal recruiting strategy to fill current vacancies.

We currently have eight officer positions vacant, and our transfer pool only has six officers. We will create an internal recruitment strategy to attract viable and diverse candidates for the SRO position and implement between FY 2024-2025. We have sent all but one of our current applicants to the required DCJS training to reduce their training time if they are transferred to the unit.

Objective 3: Increase Cadet mentor participation

School Services will increase cadet mentor participation by SROs with two officers. School Services will work to increase the number of youths that participate in the Cadet program.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	50	0	+1	0	0	0
Civilian	6 (FTE)	0	0	+1	0	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

None.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

With the recent addition of two sergeants and one lieutenant to School Services, we will need two additional cubicles and one additional office all outfitted with the traditional office equipment (desk, phone, etc.).

When FY2025’s goal is completed, the Division will need office space and equipment for the analyst. With the increase in active shooter events at schools nationwide, issuing shields and breaching equipment to SROs should be considered.

We need school radios for SROs that have access to all school channels. These would be utilized for day-to-day functions like athletic events and for more urgent matters like an active shooter. If an SRO is moved for the day, they would still have access to that school’s radios by switching to the appropriate channel.

Community Services

Section: Support Operations

Submitted by: Captain D. D. Engels and Lieutenant J. L. Powers

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2024: Expansion of the Business Watch Program:

The Community Policing Unit is looking to expand the Business Watch Program. This relationship with County businesses will assist in providing crime prevention information through training and quarterly newsletters to a large number of business owners to help eliminate opportunities for crime. This program can also be used as an alert system to notify certain businesses that are being targeted by criminals. The unit will look to grow this program by an additional 100 businesses from 2023 levels.

Due to the proposed expansion and purpose of Business Watch, it is expected to evolve into the need for a full-time position due to recruitment, training, and notifications that will need to be vetted and monitored.

Obstacles:

A potential obstacle to the above goal would be assignments that come up from inside and outside the Division that Community Officers may be called on to handle in addition to this goal. This could hamper officers' ability to enroll new businesses in the program and delay requested training.

Staffing needs in other areas of the Division could inhibit the unit's ability to acquire additional personnel.

FY2025: Enhance CPTED Planner Position

The current CPTED Planner's workload for reviewing plans of development has increased by over 100 percent. With the added workload for plans of development, Memorandums of Understanding with multi-family complexes, and other responsibilities, there is a need for additional personnel to assist the CPTED Planner.

It is proposed that an additional civilian employee be added to assist the planner with the increase in multi-family and mixed-use developments occurring in the County. This position would ideally be added in 2025. This would be the same position that would handle the added duties of Business Watch Coordinator.

Youth Engagement Initiative:

The unit will continue to conduct engagement events with County youth in partnership with Henrico Recreation and Parks and PAL. These include continuation of the 22-23 Youth Grant initiative such as Ball with a Cop and youth bike rides and rodeos.

Potential Obstacles:

Obstacles to the above goals include competing tasks and assignments given to the Community Officers which may take time away from engagement events. Staffing will also be an issue if the unit is not fully staffed. It may increase the workload on officers in other areas outside of engagement initiatives.

Transition of Permit Unit Personnel:

The Permit's Unit will have the first sworn position for this unit replaced with a civilian position. This assignment no longer needs to be sworn and civilianizing the position will free up a sworn position for another area in the Community Policing Unit.

FY2026: Transition of Permit Unit Personnel

The Permit's Unit will have the second sworn position for this unit replaced with a civilian position. This assignment no longer needs to be sworn and civilianizing the position will free up a sworn position for another area in the Community Policing Unit.

FY2027: Reevaluate Staffing and Services

With the increase in population size in the County as well as proposed large building/housing projects, supervision will reevaluate current staffing of the unit and determine any change in needs of service to County residents in affected areas. This may result in a realignment of the currently assigned areas in order to prioritize areas of the County that are in need of services as well as examining any change of roles the Community Officer may offer to citizens.

Obstacles:

The staffing of the unit will be contingent on the staffing of the Division as a whole and will depend on which units are given staffing priority by the Chief of Police.

FY2028: Resources

The unit will continue to assess and adjust the current 5-year strategic plan and what personnel/resource needs are needed for the unit to move forward.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Grow Business Watch relationships.

Continue building and fostering relationships with the Business Watch program. The Community Policing Unit currently partners with businesses to provide information about current crime trends and ways to enhance their crime prevention strategies. This will continue to expand and enroll new businesses as the County experience rapid commercial growth.

Objective 2: Community Policing will partner with sports tourism venues as part of an expansion of the Business Watch program.

Sports tourism is a rapidly growing segment in the County, and preemptive measures will include relationship building, Crime Prevention training, and general best practices with crowd management and overall safety.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn (Supervisor)	3	0	0	+1	0	0
Sworn (Officer)	20	0	0	0	+1	0
Civilian	4	0	-1	+2	+1	0

FY2024:

There are currently two sworn officer positions assigned to Permits. One officer has retired leaving a current vacancy. The second officer is expected to retire in FY2024 leaving two sworn vacancies. Consideration will be given to utilizing retirees to fill these vacancies initially, with future discussion about the possibility of these two sworn positions being replaced with full-time civilian positions. Consideration should also be given to where they fit best within the organizational structure.

It is proposed that one of the current sworn officer vacancies be reassigned to a full-time Intercultural Liaison Officer who will report directly to the Commanding Officer, Community Services Section. The other sworn officer position is proposed to be reassigned as a Community Policing Officer position within the Community Policing Unit to replace the position taken for the Recruiter position. This would not require any new “position numbers” and sworn officer numbers within the unit would not be changed, just reallocated.

It has been requested by the Commanding Officer, Criminal Investigations Section to reassign the Domestic Violence Coordinator to CIS, with other discussions including the Crime Intelligence Unit. Regardless of the end location, this move should occur during FY 2024.

FY2025:

Creation of one new civilian position number for the Permit Unit in order to “civilianize” the previously sworn positions. Addition of one in FY 25 and one in FY26. This is due to FY24 already being budgeted and with the anticipation of vacancies being temporarily filled in FY24 by retirees.

Creation of 1 new civilian position to manage the Business Watch Program as well as supplement with the CPTED Planner for FY25.

Creation of 1 new sworn supervisor position FY25 to oversee the civilian positions to account for span-of-control for unit supervision. This supervisory position could be a civilian or sworn supervisory position but would oversee four, possibly up to five positions: the CPTED Planner, Program Coordinator, Community Engagement Coordinator, and a potential Business Watch Program Coordinator. The Domestic Violence Coordinator will be assumed to be the fifth position

until moved. This would provide a more manageable span of control for the Commander, Community Policing Unit while allowing the position to focus on larger projects.

FY2026:

Creation of one new civilian position number for the Permit Unit in order to “civilianize” the previously sworn positions. This is due to FY24 already being budgeted and with the anticipation of vacancies being temporarily filled in FY24 by retirees.

Assess the need to create an additional sworn officer position number for the Community Policing Unit. The unit originally had an authorized complement of 20. One position number was transferred to CIT due to immediate manpower needs. One was reassigned to the Personnel Unit as a Recruiter position by the Chief of Police.

FY2027:

Assess needs

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

Proposed movements from within the Community Policing Section would accommodate any new position number additions to the unit.

The Community Policing Unit has outgrown its storage space. With giveaways, displays and materials the unit does not have any additional space to store equipment. The current space is too small, and cubicles are currently used to store items. It would be necessary to obtain additional space within the Public Safety Building to store unit equipment and give-away items.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

Two (2) tablecloth/coverings with the new Division logo. The current tablecloth/coverings have the old logo.

Laser printer -The current printer assigned to Community has frequent paper jams, slow response time, needs to be reset often, and the quality of the printing is not as good as the laser printer. We often print large numbers of brochures and crime prevention information for the Chief’s Walks, community engagement events and NNO. An additional laser printer will ensure a professional looking product and would be able to accommodate the number of brochures/pamphlets needed for equipping the Division with adequate crime prevention information to distribute.

One standalone portable audio system to be used as a platform for public addresses and playing music for community events. This will assist officers in large engagement events in getting messages out to large crowds and utilizing music to get citizens involved in the events.

Prevention Services

Section: Community Services

Submitted by: Captain D. D. Engels and Lieutenant J. L. Powers

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

Mental Health calls for service have increased by 123% in 10 years, and 30% in the last 5 years (calls specifically dispatched as MH Problem). Threat assessments are on course to be the highest yet, with a 175% increase over 2022, and 27% higher than the busiest year to date, 2019.

- **Strengths:** Already have a robust mental health response program.
- **Weaknesses:** There are growing community needs that are increasing the demand for a CIT type response. With the current volume, TAT's staff are stretched thin, especially during periods of leave, etc., and coverage is primarily Monday-Friday. The current call load does not allow for as many routine and pre-emptive follow ups to occur.
- **Opportunities:** Increase staffing to meet growing needs the Division places on the unit, and to allow the unit personnel time for self-development and wellness. Secondary Mobile Response Team (MRT) staff could divert some emergency responses, allowing for more routine work.
- **Threats:** Budgetary constraints and personnel shortages.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective: Enhanced Training

Provide enhanced training for Prevention Services personnel. This should include regular conference attendance at events showcasing improvements and best practices in the areas of mental health response and threat assessment. Prevention Services staff are expected to be top of their fields in these two areas. To stay abreast, regular attendance at these events is necessary.

- **Strengths:** Highly trained and competent staff.
- **Weaknesses:** After initial state funding ended, many training opportunities were no longer attended due to the lack of budgeted funding and due to Henrico exceeding recommendations.
- **Opportunities:** Reengage in continuing development of CIT and threat assessment programs to include personnel attending conferences, etc.
- **Threats:** Budgetary constraints reducing training, therefore preventing the enhancement programs.

FY2024:

International CIT Conference, Dates August 14-16, 1 lieutenant and 1 supervisor \$3,000/person (registration, hotel, per diem)

VA CIT Conference, 2023 Dates October 16-17, 1 supervisor and 2 officers (lead instructor +1) \$1,500 person (registration, hotel, per diem)

IACP Conference, 2023 Dates October 14-17, 1 lieutenant \$3000/person (registration, hotel, per diem)

National Threat Assessment Conference (usually held in VA October 2023), 1 supervisor and 1 officer \$1,500/person

ATAP (Association of Threat Assessment Professionals) Conference, 2024 Dates February 6-9, 1 supervisor or lieutenant \$3,000/person

In addition, other training opportunities within Virginia to develop personnel to best practices.

FY2025:

International CIT Conference 2024, August Dates TBD, 1 lieutenant and 1 supervisor \$3,000/person (registration, hotel, per diem)

IACP Conference, 2024 Dates October 19-22, 1 lieutenant \$3000/person (registration, hotel, per diem)

National Threat Assessment Conference (usually held in VA October 2024) 1 supervisor and 1 officer \$1,500/person

VA CIT Conference, 2025 October Dates TBD, 1 sergeant and 1 officer (lead instructor) \$1,500/person (registration, hotel, per diem)

ATAP Conference, February 2025, 1 lieutenant or supervisor \$3,000/person

In addition, other training opportunities within Virginia to develop personnel to best practices.

FY2026:

IACP Conference, 2025 Dates October 18-21, 1 lieutenant \$3000/person (registration, hotel, per diem)

International CIT Conference, 2025 August Dates TBD, 1 lieutenant and 1 supervisor \$3,000/person (registration, hotel, per diem)

VA CIT Conference, 2025 October Dates TBD, 1 sergeant and 1 officer (lead instructor) \$1,500 person (registration, hotel, per diem)

National Threat Assessment Conference (usually held in October 2025), 1 supervisor \$1,500 /person

ATAP Conference, Dates Feb 2026 TBD, 1 lieutenant or supervisor \$3,000/person

In addition, other training opportunities within Virginia to develop personnel to best practices.

FY2027:

Evaluate training opportunities.

FY2028:

Evaluate training opportunities.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn (Supervisor)	3	0	0	0	+1	0
Sworn (Officer)	9	0	0	+2	0	+2
Civilian	1	0	-1	0	0	0

FY2024:

There are currently 9 authorized sworn position numbers with two currently vacant. Fill two current MRT sworn officer position numbers and evaluate demand placed by Marcus Alert implementation and MRT deployment.

Reassign civilian administrative position to the Criminal Intelligence Unit. This is a location change with responsibilities to the unit remaining.

FY2025:

Assess demand and project the addition of two MRT sworn officer position numbers to expand hours of MRT availability.

FY2026:

As additional sworn officer position numbers are added to enhance the MRT, a sworn supervisor position will be needed to oversee the team and to maintain span-of-control.

FY2027:

Assess demand and project the addition of two MRT sworn officer position numbers to expand hours of MRT availability. (This would allow for 6 MRT officers, 2 each shift as needs dictate).

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

None.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

As personnel are added to the unit, appropriate sections will be notified to ensure basic personnel needs of issued equipment are needed.

- Strengths: Our unit has access to needed equipment overall.

- Weaknesses: For several years (since the end of state CIT funds for CIT), the Prevention Services Unit has been limited to equipment widely available to the rest of the Division. CIT deals with a unique group of citizens, and the need is there to consider other equipment needs.
- Opportunities: Explore uniform option for CIT to include “Crisis Intervention Team” identification. Examine less lethal options that are new to policing that are options for use when working with mental health consumers.
- Threats: Budgetary constraints and internal dynamics of unique resources for a specialized unit.

FY2024:

Due to recent developments, equipment needs have expanded in recent months. In preparation for Mobile Response Team response, 5 unmarked vehicles have been requested and should be issued within the 2023-2024 fiscal year.

When CIT began, the CIT uniform was distinct. Over time, CIT identifiers have been removed, and several units use the same uniform. As the Division prepares to transition to a new uniform, evaluate CIT uniform and identification needs to return it to a distinct appearance.

Evaluate the need for additional less lethal equipment options that exist for restraining or gaining compliance from mental health consumers being taken into custody.

Evaluate continued completion of TDO transports and their related equipment needs.

FY2025:

With two additional officers added, this will increase sworn manning to 11. Six additional unmarked vehicles should be planned for to accommodate MRT preparation. Add three of the six unmarked vehicles needed in 2025.

FY2026:

With two additional officers added, this will increase sworn manning to 11. Six additional unmarked vehicles should be planned for to accommodate MRT preparation. Add the remaining three of the six unmarked vehicles needed in 2026.

FY2027:

Evaluate additional needs

General Investigations

Section: Criminal Investigations

Submitted by: Lieutenant E. G. Gonzalez

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2024-27: Increase Unit Complement (Sergeant/Polygraph Unit/Economic Crimes)

General Investigations Sergeant

The General Investigations Unit has two (2) assigned sergeant positions. One (1) sergeant supervises detectives assigned to the Polygraph Unit and Property Crimes Unit, (Central and South Stations). One (1) sergeant supervises detectives assigned to the Economic Crimes Unit, Auto Theft, and Property Crimes (West Station). The addition of a third sergeant will facilitate the proper distribution of supervisory duties and responsibilities as well as an appropriate span of control.

Next Steps:

- Consultation with the Executive Staff and Human Resources to determine if an internal position can be reallocated or if it requires the creation of a new position.
- Position reallocation approval.

Potential Obstacles:

- Staffing is a Division-wide concern that is affected by retention and hiring.

Polygraph

The Polygraph Unit is currently staffed by two (2) polygraph examiners. The examiners conduct both criminal and pre-employment examinations. The examiners also provide pre-employment services to the Henrico County Sheriff's Office. The addition of a third examiner would allow the Division to offer an uninterrupted polygraph examination schedule to meet the increasing demands for this resource during hiring processes.

Next Steps:

- Identify interested and qualified personnel for the position.
- Enroll identified personnel in the examiner required training.
- Network with Police Personnel to establish an accommodating testing schedule.
- Consultation with the Executive Staff and Human Resources to determine if an internal position can be reallocated or if it requires the creation of a new position.

Potential Obstacles:

- Human Resources position approval.
- Position funding for training costs.

Economic Crimes

The Economic Crimes Unit is staffed by five (5) detectives. Their duties include the investigation of white-collar crimes that include most fraud cases, embezzlements, and adult financial-exploitation cases. Today's investigations have become more challenging because of the introduction of computer-generated crimes. Some of these crimes include the utilization of cyber currencies and the dark web. Most deal with personal and business identity fraud. Adding an additional detective that specializes in cyber and dark web crimes will be instrumental in the successful resolution of these cases. Reallocation of personnel and filling vacant positions should be considered to address this increasing trend.

Next Steps:

- Consultation with the Executive Staff and Human Resources to determine if open, internal detective positions can be filled and reallocated.

Potential Obstacles:

- County Human Resources and Executive Staff position reallocation approval.

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

- Increase in elderly financial abuse cases.
- Increase in cyber/computer fraud investigations.
- Increase in pre-employment polygraph investigations.
- Proper distribution of duties and personnel among the sergeants.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Continue to provide quality criminal investigations.

With the present manning needs of the Division, maintaining proper staffing levels in CIS is paramount. General Investigations will strive to continue to provide quality criminal investigations and services regardless of staffing levels.

Objective 2: Continue to provide Criminal Investigations training.

General Investigations provides multiple training schools during the year to Division members and citizens. Examples of these include Financial Crimes Investigation School, Fraud Education Seminars and Basic Criminal Investigations.

Objective 3: Continue to provide polygraph services.

The Polygraph Unit conducts criminal and pre-employment polygraph examinations to the Division as well as the Henrico Sheriff’s Office.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	27 Detectives 2 Sergeants	1 Cyber Detective 1 Sergeant	1 Polygraph	0	0	0
Civilian	1	0	0	0	0	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

Better allocation of space within the CIS suite.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

Computer Software/Apps/Online resources.

Fugitive Investigative Team (FIT)

Section: Criminal Investigations

Submitted by: Lieutenant J. R. Carroll

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2023: Fill Vacancies

The Fugitive Investigative Team (FIT) has a current complement of six (6) detectives and one (1) sergeant. There are only four (4) detectives currently assigned to the unit. The team is down two (2) detectives due to one retirement and one transfer, causing the team to be stretched to their maximum efficiency. Extraditions have continued to increase, approaching pre-pandemic levels. There were 71 extraditions in calendar year 2022, up from 46 in 2021.

Next Steps:

- Create a report showing the increase in extraditions and requests to locate wanted persons.
- Continue with internships for interested officers and detectives.

Potential Obstacles:

- Staffing is a Division-wide concern that is affected by retention and hiring.

F 2024-2027: Expand Complement (As Needed)

As trends and workload change there may be a need to expand the unit to eight (8) detectives.

Next Steps:

- When additional positions are needed, create a report showing the increase in extraditions and requests to locate wanted persons.
- Consult with Human Resources and Staff to determine allocation plan for seventh and eighth positions.

Potential Obstacles:

- Staffing is a Division-wide concern that is affected by retention and hiring
- Funding for seventh and eighth positions.

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

Courts and internal agencies have regularly asked for assistance in locating wanted individuals. Although this is not part of their regularly assigned duties, these requests continue, and FIT strives to address them.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Investigation and apprehension of individuals involved in violent crimes.

Objective 2: Extradition Staffing Solutions

Extraditions are taking up an increasing portion of FIT’s resources. We are looking for alternative ways to staff these as well as filling the open position to assist in this workload.

Objective 3: Conduct Fugitive Investigation Training to Division Components

Plans are in place for training Division components.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	7	0	0	0	0	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

None.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

None.

Robbery

Section: Criminal Investigations

Submitted by: Lieutenant J. R. Carroll

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2023-2024: Expand Complement – Midnight Detectives

The Midnight Detective position handles a large portion of the Criminal Investigations Section's response to after-hour crimes. This position provides a quick and efficient after-hours response to witnesses and crime scenes all while reducing overtime costs. This efficient use of staff also reduces detective fatigue and reduces their workload. Currently, this position has two (2) detectives assigned, with one (1) being assigned to each platoon (A&B), and the detectives mirror the schedule that Patrol works. Adding two (2) additional Midnight Detectives (one for each platoon) will allow for a further increase in efficiency, costs, and work overload. An increase in complement by two (2) will allow for the creation of these additional positions and will ensure coverage by a Midnight Detective seven (7) days a week, by creating a minimum manning of one (1) detective for each platoon.

Next Steps:

- Propose recommended increase to Command Staff.
- Consult with Human Resources and Division Staff to determine position allocation.

Potential Obstacles:

- Division-wide vacancies and need for detectives with investigative experience.
- Funding.

FY2025-2027: Expand Complement (As Needed)

If the goals previously mentioned cannot be achieved within the specified fiscal year, FY25-27 should be used to complete them.

Potential Obstacles:

- Staffing is a Division-wide concern that is affected by retention and hiring.
- Need for detectives with investigative experience.
- Funding.

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

Two additional detectives will fall under the first-line supervision of the Robbery Sergeant.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Collaborate and Build Partnerships

Continue to work with Special Action Force, Fugitive Investigation Team, FBI-VCTF, and regional partners to investigate and apprehend individuals involved in robbery-related crimes.

Objective 2: FBI Violent Crimes Task Force

Continue our participation in the FBI Violent Crimes Task Force and make the part-time position a full-time position.

Objective 3: Conduct Training

Conduct Robbery Investigation and Interview & Interrogation training to Division components.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	11*	0	+2**	0	0	0

* 8 Robbery Detectives, 2 Midnight Shift Detectives and 1 Sergeant.

** 8 Robbery Detectives, 4 Midnight Shift Detectives and 1 Sergeant.

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

None.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

None.

Special Action Force

Section: Criminal Investigations

Submitted by: Lieutenant J. R. Carroll

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2023-2024: Maintain Full Complement

Special Action Force (SAF) is authorized ten (10) positions and has been operating with 10 detectives for an extended period. The unit is regularly stretched to its minimal efficiency and regularly is asked to work overtime to cover elongated surveillance assignments.

Next Steps:

- The current complement is 10; request positions be filled as vacancies occur.
- Train new detectives.

Potential Obstacles:

- One sergeant and five detectives are eligible to retire by the end of FY23.
- Staffing is a Division-wide concern that is affected by retention and hiring.

FY2025-2027: Expand Complement as Needed

As trends and workload change there may be a need to expand the unit to twelve (12) detectives.

Next Steps:

- If additional positions are needed, create a report showing the increase in surveillance assignments.
- Consult with Human Resources and Staff to determine allocation plan for two positions.

Potential Obstacles:

- Staffing is a Division-wide concern that is affected by retention and hiring.
- Funding.

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

None.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Surveillance and Apprehension of Individuals Responsible for Part I Crime
Ongoing objective that incorporates unit skills, experience, and issued equipment.

Objective 2: Control and Maintain Six (6) CIS GPS Vehicle Tracking Systems

This equipment develops as technology evolves. Detectives are consistently monitoring changes in this technology to ensure that these devices meet the needs of the Division.

Objective 3: Conduct Surveillance Training to Division Components

As Division needs change, so do the skills of Division members. SAF will monitor the surveillance needs of the Division and train those officers in need of this skill.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	10 Detectives 2 Sergeants	0	0	0	0	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

None.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

None.

Homicide

Section: Criminal Investigations, Violent Crimes & Cold Case

Submitted by: Lieutenant T. L. Slayton, Jr.

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2023-2024: Maintain Complement

In 2022, the Homicide Unit was expanded to a complement of eight homicide detectives from the prior complement of six homicide detectives (filled one vacancy and added one TDY). In the previous two years, Henrico County experienced a very significant increase in the homicide rate, and this increase in the unit's complement was needed. A fully authorized complement of 8 detectives is needed. In 2020, the Cold Case Unit expanded its complement to three part-time civilians with investigative experience. Considering the workload, this complement is at an acceptable level.

FY2025-2027: Expand Complement (As Needed)

As previously reported, the county has experienced a significant increase in violent crimes including homicides. If this increase in violent crime continues, the unit will need to expand its complement based on statistical analysis.

Next Steps:

- An analysis of calls and daily tasks will need to be prepared for the Command Staff to review a potential increase in manning.
- Consultation with Human Resources if it is determined that this would be a new position, or simply a reallocation of a position already included in the Division's sworn complement.

Potential Obstacles:

- Staffing is a Division-wide concern that is affected by retention and hiring.
- Need for detectives with investigative experience.
- Funding for any additional positions.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Training

Force Science – Ensure all detectives have attended this class to prepare themselves to investigate an officer-involved incident.

Homicide School – Ensure all members have attended a comprehensive, practical, homicide school to better investigate homicides.

Objective 2: Expand SOPs

Expand current SOPs for the Homicide Unit to ensure compliance with the Officer Involved Investigations Team directive.

Objective 3: Conduct Training

Establish a schedule of refresher training for the sworn members of the Division regarding crime scene preservation and management.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Sworn	9*	0	0	0	0	0
Civilian	3	0	0	0	0	0

*8 Detectives and 1 Sergeant

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

A more effective workspace for staff.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

None.

AFIS

Section: Criminal Investigations, Violent Crimes

Submitted by: Senior Latent Print Examiner S. K. Dwyer

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY 2024: Purchase Fingerprint and Palm Print Card Filing Cabinets

No later than the end of FY24, we would like to have purchased four new fingerprint/palm print filing cabinets. One responsibility of the AFIS Unit is to maintain custody of the fingerprint and palm print cards obtained by the Henrico County Sheriff's Office.

Two of these new cabinets would be used to replace existing cabinets that are defective and no longer useful for their intended purpose. Two of these new cabinets will be used for future storage of incoming fingerprint and palm print cards.

Next Steps:

- Research cost of new cabinets
- Research alternative means of acquisition

Potential Obstacles:

- Funding for new cabinets

FY 2024: Key Card Access for the AFIS Unit

No later than the end of FY24, we would like to have key card access installed for both entrances to the AFIS Unit. The AFIS Unit currently uses traditional keys for entry. These keys are assigned to current AFIS Unit members and those in the AFIS Unit's chain of command.

The AFIS Unit is a Restricted Area that stores highly sensitive criminal and personal information, to included arrestee fingerprint and palm print cards and evidence collected from crime scenes, related to lawful investigations, and strict accountability of all sensitive information should be maintained. Similar units such as Criminal Records, Criminal Intelligence Unit, Forensics, Police Training, Police Personnel, and Communications require key card access with selected individuals granted permission to enter.

Next Steps:

- Consult with the Inspections Unit and obtain a quote for the installation of two key card access mechanisms.

Potential Obstacles:

- Funding for key card access equipment.

FY 2025: International Association for Identification (IAI) Certification for Examiners

No later than the end of FY25, the AFIS Unit would like to have those examiners wishing to obtain IAI Certification to be, at the very least, on a clear path to this goal.

IAI Certification is a lengthy process that can span over five years to obtain the experience, knowledge and required 176 credits to apply. Obtaining the required credits consists of an array of tasks that include, but are not limited to, work experience, approved conference attendance or training, membership of approved scientific organizations, and instruction to non-practitioner law enforcement personnel.

An efficient way to obtain credits is attendance at approved conferences and training classes. In addition to earning credits towards IAI certification, these conferences and training opportunities allow examiners to network with other practitioners and discuss current issues that affect the discipline.

Next Steps:

- Research approved local conferences and training opportunities

Potential Obstacles:

- Dedicated funding for conference and training for the purpose of IAI Certification

FY 2028: ANSI National Accreditation Board (ANAB) Accreditation

No later than the end of FY28, the AFIS Unit will have obtained ISO/IEC 17020 accreditation for Forensic Service Providers (FSP).

Accreditation will certify the AFIS Unit follows international standards with regard to latent print examination. Internal and external customers will be confident that the work produced by the AFIS Unit is in compliance with internationally accepted policies and standards.

Next Steps:

- Research 17020 requirements for accreditation.
- Consult with other accredited agencies for guidance on process and implementation.

Potential Obstacles:

- Any impact to Division policies and procedures due to accreditation requirements.
- Funding for accreditation process.

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

Preliminary research shows possible reclassification of one or more positions due to increased responsibility and workload attributed to the accreditation requirements. Preliminary research shows accreditation may impact the release of Certificates of Analysis due to the required technical and/or administrative review process.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Create AFIS Unit SOPs in accordance with accreditation requirements.

Research is being conducted to determine which accreditation requirements are already being utilized by the AFIS Unit and which requirements will need to be implemented into the AFIS Unit operations.

Objective 2: Implement annual schedule for transferring completed cases offsite.

Create procedure and tracking system to transfer completed cases to secure offsite storage facility to maximize storage space within the AFIS Unit.

Objective 3: Resolve quality assurance issues with Henrico County Sheriff's Office regarding how arrestees are processed and data recorded.

Reevaluate quality assurance issues with fingerprint and palm print cards received from the Sheriff's Office. Initiate contact with the proper stakeholders to build a rapport that will allow for productive communication in determining causes of errors and how to eliminate these errors.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Civilian	5	0	0	0	0	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

None.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

None.

Digital Asset

Section: Criminal Investigations, Violent Crimes

Submitted by: Sergeant L. Y. Gordon

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2023: Digital Evidence Purge

There are currently assets in ADAMS where cases have been purged or assets do not belong. ADAMS will need to be purged of those assets.

Next Steps:

- An analysis of which assets are no longer needed in ADAMS.
- Work with Police Technology Support to ensure which assets will be purged.

Potential Obstacles:

- Personnel to complete this large project.

FY2024: Expand Complement

By the end of FY24, the Digital Asset Unit (DAU) would seek to have a second civilian position added to the complement, bringing the unit complement to two (2). Due to changes in Freedom of Information Act (FOIA) laws, the workload for DAU has increased tremendously.

Next Steps:

- An analysis of daily tasks will need to be prepared for the Command Staff to review the proposed increase in manning.
- Consultation with Human Resources if it is determined that this would be a new position, or simply a reallocation of a position included in the Division's civilian complement.

Potential Obstacles:

- Funding
- Available staffing at time of the request.

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

It is likely that future technologies, equipment, and process scrutiny will result in more time needed to complete tasks. This will affect the availability of manning for routine duties.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Prepare for Increased Standards

Prepare for the future and the potential for increasing standards related to daily tasks and digital asset storage and processing work.

Objective 2: Digital Evidence Management

Work with Police Technology Support when there are new upgrades to digital asset software to ensure proper protocols are being followed.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Civilian	1	0	+1	0	0	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

The current office utilized by the Digital Asset Administrator will need to be evaluated for its size and practicality. There is a potential that the space will need to expand based on the changing technologies and hardware that goes along with that.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

With the proposed additional civilian position, it should be noted that equipment and software will be needed. A detailed equipment list will be provided upon request.

Forensics

Section: Criminal Investigations, Violent Crimes

Submitted by: Sergeant L. Y. Gordon

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY 2023: Full-Time or Part-Time NIBIN/Ballistic IQ Personnel

The Forensics Unit has acquired a Ballistic IQ machine and is in the process of acquiring a NIBIN machine. Currently a Forensics Detective operates Ballistic IQ, as well as handling calls for service that require a scene to be processed. Hiring one full-time and one part-time firearms administrator will provide the unit with extra manning and will eliminate the need for a Forensic Detective to run these machines.

Next Steps:

- An analysis of calls for service involving firearms

Potential Obstacles:

- Available staffing at time of the request

FY2024: Expand Complement

The Forensics Unit requests the seventh (7th) detective position be approved and added to its complement. The current uptick of violent crimes in the County has increased the unit's workload. Increasing the complement over the next couple of years will mirror the Homicide Unit's current complement.

Next Steps:

- An analysis of calls and daily tasks will need to be conducted to show the need to increase the manning.

Potential Obstacles:

- Funding
- Available staffing at time of the request

FY2025: Equipment and Office Space

The Forensics Lab should undergo a thorough review with regard to the status of the equipment and technology being utilized. In 2025, we need to look at the age of the equipment in the Forensics Lab and evaluate its condition and practicality. With the expansion of personnel and equipment, the Forensics Unit has outgrown their current space. It would be more beneficial to create a new building

that is near the Forensics garage, equipped with offices for 8 detectives, a forensics lab, and space for the NIBIN and Ballistic IQ machines, as well as the personnel to run those machines.

Next Steps:

- A review of existing technology and an analysis of available improvements.

Potential Obstacles:

- Availability of manning to complete the tasks.
- Funding

FY2026: Expand Complement

The Forensics Unit requests the eighth (8th) Detective position be approved and added to its complement. Over the years, violent crimes have dramatically increased. Increasing the complement will mirror the Homicide Unit's current complement.

Next Steps:

- An analysis of calls and daily tasks will need to be conducted to show the need to increase the manning.

Potential Obstacles:

- Funding
- Available staffing at time of the request

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

It is likely that future technologies, equipment, and process scrutiny will result in more time needed to complete tasks. This will affect the availability of manning for routine duties.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Prepare for Increased Standards

The unit is preparing for a potential future increase in standards related to daily tasks and crime scene/processing work. Members have participated in workgroups relating to accreditation standards and are reviewing documents pertinent to a forensics policy manual.

Objective 2: Create SOPs for NIBIN/Ballistic IQ

Creating a local document that covers the procedures followed when utilizing the NIBIN and Ballistic IQ machines.

Objective 3: Training Schedule

Establishing a schedule of refresher training for the sworn members of the Division regarding crime scene processing, evidence collection, and NIBIN submissions.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Detective	6	0	0	0	+2	0
Civilian	0	0	0	0	+1	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

The Forensics Lab will need to be assessed (as covered above) for any improvements in the coming years. With the increase in personnel and equipment, there will be a need for the lab and office space to be expanded to make room for additional staff, as well as updated and more capable equipment.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

With the proposed additional detective positions, it should be noted that with each position comes the need for a Forensics Van. The van must be equipped for each detective. A detailed equipment list has been established and is available upon request.

Digital Forensics

Section: Criminal Investigations, Violent Crimes

Submitted by: Sergeant L. Y. Gordon

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2023: Technology and Equipment Audit

The Digital Forensics Lab should undergo a thorough review with regard to the status of the equipment and technology being utilized. In FY23 we should take a serious look at the age of the equipment in the Digital Forensics Lab and evaluate its condition and practicality. We should look at acquiring Cellebrite Premium (with consideration of Pathfinder) and acquiring storage units with faraday capabilities. Presuming that the additional position has been approved and staffed, there will be a definite need for expansion within the lab to account for the added staff.

Next Steps:

- A review of existing technology and an analysis of available improvements.
- A careful analysis of the available workspace in the current office/lab area.

Potential Obstacles:

- Availability of space
- Funding required for any build-out or securing of space at another building.

FY2024: Expand Complement

The Digital Forensics Unit requests the fourth (4th) detective position be approved and added to its complement. The current uptick of violent crimes in the County has increased the unit's workload. Increasing the complement over the next couple of years will help with the increased workload.

Next Steps:

- An analysis of calls and daily tasks will need to be conducted to show the need to increase the manning.

Potential Obstacles:

- Funding
- Available staffing at time of the request

FY2025: Equipment and Office Space

The Digital Forensics Unit should undergo a thorough review with regard to the status of the equipment and technology being utilized. In 2025, we should look at the age of the equipment in the

unit and evaluate its condition and practicality. With the expansion of personnel and equipment, Digital Forensics has outgrown their current space. It would be beneficial when creating a new space for the Forensics Unit that space for Digital Forensics should be attached. The new space should be outfitted with offices for four (4) detectives, separate workstations to conduct cell phone and computer analysis, and a separate room to store cell phones and computers that have faraday capabilities.

Next Steps:

- A review of existing technology and an analysis of available improvements.

Potential Obstacles:

- Availability of manning to complete the tasks.
- Funding

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

It is likely that future technologies, equipment, and process scrutiny will result in more time needed to complete tasks. This will affect the availability of manning for routine duties.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Prepare for Increased Standards

Prepare for the future and the potential for increasing standards related to daily tasks and digital examination work.

Objective 2: Basic Manual

Create a basic manual for the daily work completed by detectives.

Objective 3: Faraday Digital Storage Units

Securing storage units with faraday capabilities for newer cell phones without sim cards to protect the data from being erased during storage and extraction.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Detective	3	0	0	+1	0	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

The Digital Forensics Lab will need to be expanded to make room for the additional positions that will be required to handle the future workload. There isn't much space in the current floor plan for this expansion. It is possible that there will need to be reallocation of current space to allow for an increase in the available footprint for DFU.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

Due to the environment constantly changing and the unpredicted need and availability of applications and hardware to improve digital examination work, it is proposed a budget be created specifically for DFU, so access to newer technology can be available without the recurring delay in purchasing.

Cyber Crime

Section: Criminal Investigations, Violent Crimes, Support Investigations

Submitted by: Sergeant L. Y. Gordon

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2023: Expand Complement

Prior to the end of FY23, Support Investigations would like to complete a proposal to increase the Cyber Crime Unit by one (1) sworn member, bringing the total complement to two (2) sworn positions. This second position would not be a task force officer but would be focusing on the follow up of Henrico County cases. This would assist other Division functions by providing dedicated follow up responsibility for the cases/complaints that involve some facet of the cyber world.

Next Steps:

- An analysis of calls and daily tasks will need to be prepared for the Command Staff to review the proposed increase in manning.
- An analysis of ICR's specific to cyber related crime would need to be undertaken, to evaluate the need for this second position.
- Consultation with Human Resources if it is determined that this would be a new position, or simply a reallocation of a position already included in the Division's sworn complement.

Potential Obstacles:

- Funding
- Available staffing at time of the request

FY 2023: Allocate Space for a Cyber Crime Office

Prior to the end of FY23, the Division should allocate space for a Cyber Crime Office. It should be noted that this would be separate and not related to Digital Forensics, as it would be an investigative component and focus on suspect identification and capture, as well as case preparation.

Next Steps:

- Consultation with Inspections to determine availability of office space for the one (1) position that would focus on Henrico County based reporting; the FBI Task Force officer would remain at the FBI HQ on East Parham Road.

Potential Obstacles:

- Availability of space
- Funding for possible build-out

FY 2025: Technology, Equipment and Software Audit

During FY25, if Support Investigations is allocated an additional position, the equipment and software needs should be evaluated based on the unit’s workload at that time. Similar to Digital Forensics, Cyber Crime is heavily dependent on ever changing technology, and by 2025 there will be a need to reevaluate any needs for the unit.

Next Steps:

- A careful review of office space
- Identify technology needs for the unit

Potential Obstacles:

- Funding

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

It is likely that future technologies, equipment, and process scrutiny will result in more time needed to complete tasks. This will affect the availability of manning for routine duties. With the proposed addition of a sworn position to the unit and the increased follow-up on cyber-crimes for Henrico, there will be a need for training and equipment to augment that second position.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Prepare for Increased Standards

This unit is preparing for the future and the potential for increasing standards related to daily tasks and cyber-crime investigation work. The unit’s detective works at the Federal level on the Task Force and is very knowledgeable about the standards required at the federal level.

Objective 2: Expand Current SOPs for Cyber Crime Unit

There is a need to draft an SOP that will delineate when it is appropriate to utilize the Cyber Crime function for follow up.

Objective 3: Increase Internal Awareness

Increasing the awareness of what the Cyber Crime Unit does, and what cases it can assist with.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Detective	1	0	+1	0	0	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

Allocation of office space for the Cyber Crime unit within PSB.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

With the proposed addition of the second detective position for the Cyber Crime team, it should be noted that the position would need an unmarked vehicle. There would also be a need for task-specific equipment required for the position. A list has been submitted and is available upon request.

Special Victims Unit

Section: Criminal Investigations

Submitted by: Lieutenant T. L. Slayton, Jr.

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY2023-2024: Increase Complement

Currently the Special Victims Unit has a complement of nine detectives and one sergeant assigned to the unit. It is requested that the complement of the unit be increased to twelve detectives and two sergeants.

The responsibilities of the detectives assigned to Special Victims have undergone a significant increase in both the number of cases received as well as the steps involved in each one of their cases. Over the past eight years, the actual number of cases assigned and worked on by the unit has increased by over 32%.

FY2025-2027: Expand Complement (As Needed)

As previously reported, the county has experienced a significant increase in the number of cases being investigated by the SVU. If this increase continues, the unit will need to expand its complement based on statistical analysis.

Next Steps:

- An analysis of calls and daily tasks will need to be prepared for the Command Staff to review a potential increase in manning.
- Consultation with Human Resources if it is determined that this would be new positions, or simply a reallocation of positions already included in the Division's sworn complement.

Potential Obstacles

- Staffing is a Division-wide concern that is affected by retention and hiring
- Need for detectives with investigative experience and desire to work in SVU.
- Funding for additional positions.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Training

Continue to provide opportunities for the detectives within the unit to attend specialized training whenever possible such as Child First, Forensic Scene Investigation, Elder Abuse and others to enhance their skills.

Objective 2: Assess SOPs and Procedures

Expanding the current SOPs for SVU responses to officer-involved incidents, as well as procedures for scene protection of a sex crime, child death, or other serious incident which would require an SVU response.

Objective 3: Refresher Training

Establish a schedule of refresher training for the sworn members of the Division, especially supervision around scene protection during sex offenses, witness separation, what to ask versus avoidance and overall evidence collection.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

Position Classification	Current Authorized	Proposed Change FY23	Proposed Change FY24	Proposed Change FY25	Proposed Change FY26	Proposed Change FY27
Detective	9	0	12	0	0	0
Sergeant	1	0	2	0	0	0

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

Additional workspace allotment.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

None.

Technical Support

Section: Organized Crime, Special Investigations Unit

Submitted by: Lieutenant W. J. Fisher

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY 2023: Established Budget

Technical Support within OCS has grown in status due to additional technology obtained and added to its inventory. Having an established budget is a fundamental management tool for the Technical Support Unit. It will provide the financial framework necessary for effective operations, ensuring that resources are allocated efficiently, risks are managed, and equipment performance is monitored. Furthermore, it promotes transparency and accountability, enabling the unit to fulfill its mission of supporting law enforcement efforts effectively. Having an established budget in place will allow the unit to control costs. It will provide a financial roadmap and allow the unit to plan for the future by estimating costs and expenses for future technology/upgrades and staff training.

Next Steps

- Draft an extensive and detailed budget.

Potential Obstacles

- Funding

FY 2026 - 2027: Replacement of NODES Radio System

By the end of FY25, the Unit's NODES Radio System will need to be evaluated for likely replacement and upgrades.

Next Steps

- Identify vendors and prepare to review and evaluate new equipment.
- Consult with Fiscal Records to identify funding sources.

Potential Obstacles

- Funding

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

Due to likely changes in future technology and needs, and the difficulty of testing and seeking funding to obtain such equipment, the availability of manning for routine responsibilities within OCS may be affected.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned to accomplish each objective?

Objective 1: Provide the highest quality of infrastructure/equipment to support the surveillance needs of the Police Division.

Research and evaluate emerging technologies that can improve and safely support law enforcement and confidential sources during covert operations.

Objective 2: Identify technical training needed to provide the highest level of service to the members of the division for all electronic surveillance operations.

To provide Technical Support with a training program to maintain the knowledge and skills to operate the high-tech equipment and stay up to date on the use of technical systems deployed by Technical Support safely and effectively.

Objective 3: Identify alternative funding sources to purchase equipment needed by Technical Support which may be financially prohibitive under County funding sources.

Collaborate with federal, state, and other non-governmental organizations to find funding sources to purchase equipment which will allow the Technical Support Unit to support law enforcement operations safely and successfully.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

The current authorized complement for Technical Support is five (5) detectives and 1 (1) sergeant. We currently have one (1) vacancy. If the unit was to acquire a cell site simulator machine, we would like to see an increase to the complement by two (2) detectives.

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

The unit regularly updates its computers and servers to ensure optimal performance. Radio systems (NODES Network) and video surveillance and monitoring equipment will need to be upgraded to accomplish its mission with supporting Division operations.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

The unit has been in the process of evaluating and testing cell site simulators. This is a powerful tool in locating suspects, victims, or missing persons in real-time, which can be critical in emergency situations.

Vice Investigation Team

Section: Organized Crime, Special Investigations Unit

Submitted by: Lieutenant W. J. Fisher

Keeping in mind both current and anticipated functions, responsibilities, and tasks of your unit/component and the impact of growth/development within Henrico County, what are the long-term goals of this unit? What steps will need to be undertaken to be successful? What are obstacles that may prevent you from obtaining your long-term goals?

FY 2023-2025: Maintain Complement

During 2023, one (1) detective retired leaving a vacancy within the unit. This unit is very proactive and must rely on support from other OCS units to conduct operations at full complement. They invest a significant amount of time working cases on the internet and may have to respond to interdict a suspect at moment's notice. Having insufficient personnel restricts the availability of backup and support.

Next Steps

- Conduct a transfer process to maintain a transfer list for FY23-24.

Potential Obstacles

- Manning issues within the Police Division.

FY 2023-2027: Conduct an Undercover School

The Vice Investigation Team will conduct a yearly school to identify those officers who show an interest in working assignments in an undercover capacity. This school is necessary to educate and qualify officers to work in environments as an undercover officer.

Next Steps

- Identify instructors and a time to conduct the school.

Potential Obstacles

- Manning issues within the Police Division.

FY 2023-2027: Conduct yearly Internet Predator Interdiction Operations

The Vice Investigation Team recognizes the importance of targeting and interdicting individuals who utilize the internet to take advantage of juveniles and are willing to travel to undisclosed locations within Henrico County to meet underage children. The Vice Investigation Team would like to conduct operations like this on a yearly basis. These operations are necessary to ensure the safety of children and members of the community who reside in Henrico County.

Next Steps

- Identify a time and location to run this operation.
- Identify resources and funding to support this operation.

Potential Obstacles

- Manning issues within the Police Division.
- Funding.

What anticipated additional responsibilities/duties/tasks and possible effects from these changes may fall under this unit?

Due to changes in gaming laws and an increase in human trafficking complaints, this may affect the availability of manning for routine responsibilities within OCS.

Please provide your current or top three operational objectives for this unit. What has been done, is being done, or planned in order to accomplish each objective?

Objective 1: Identify locations and suspects within Henrico County that engage in illegal activity to include human trafficking and vice crimes.

To deliver innovative strategies to protect life within the community while addressing quality of life issues within the community.

Objective 2: Develop partnerships to address human trafficking

Partner with surrounding agencies and community organizations, such as the Virginia State Police Human Trafficking Unit, to identify human trafficking crimes in the community and collaborate to address these issues while ensuring that the victims receive the necessary support and care.

Objective 3: To provide yearly training and education sessions in Human Trafficking to patrol officers and detectives.

Deliver innovative strategies and up-to-date trends and techniques used in investigating illegal activity that will enhance officers' knowledge and skills to protect their community.

Specify the current authorized unit complement and list the number of unit personnel that are considered necessary to address any increase or decrease in workload that you foresee.

The current authorized complement for the Vice Investigation Team is six (6) detectives. The Vice Investigation Team currently has four full time detectives and one assigned to the FBI Human Trafficking Task Force. There is currently 1 (one) vacancy.

Describe any anticipated capital improvements deemed necessary or desirable for the unit to accomplish its function and goals.

The Vice Investigation Team may need funding to assist with community outreach programs. Specialized vehicles equipped with long-range optics and radio communication systems.

Advanced data analysis tools to help identify patterns, connections, and trends in vice-related activities.

Describe any additional equipment deemed necessary or desirable for the unit to accomplish its functions and goals.

Additional cell phones for undercover operations.