



# VIRGINIA BEACH POLICE DEPARTMENT

in the 21st Century

A Response to the President's Task Force Report



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\* Special Thanks to Craig McClure, City Photographer, and all the other department members who supplied images for this report.



## Chief's Message

The purpose of this document is to demonstrate the Virginia Beach Police Department's utilization of best practices in policing in relation to the recommendations and actions in the Final Report of the President's Task Force on 21st Century Policing.

The following pages will identify the recommendations and action items from the 21st Century Policing document. Not all recommendations or action items are directed at local law enforcement, and are noted as such in this report.

While each item directed at local law enforcement provides examples, they are not all inclusive. Our Department has numerous projects and programs that address the recommendations and action items. In order to keep this report brief and concise, only examples that best met the core of the item are listed.

*James A. Cervera*

James A. Cervera



Pillar One:  
Building Trust  
and  
Legitimacy



## 1.1 Recommendation:

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

The Virginia Beach Police Department (VBPD) has a long history of service to the community of residents and visitors that it serves that is inclusive of what is now referred to as a “guardian mindset.” It is important to understand, and the Virginia Beach Police Department has long understood, that the law enforcement function of a police organization is not the only responsibility that a police department has. The Department has long recognized the principles of a professional police department which emphasize the need for the trust and confidence of the community built over time through relationships with the community that is served. The Department continues to balance this essential component of positive community relationships with the professional responsibilities associated with enforcing the laws of the Commonwealth of Virginia, responding and investigating reported crimes, increasing traffic safety through accident reduction strategies, and engaging in proactive measures in the areas of highest need to prevent and reduce crime. The Department recognizes that approximately 35% of all activities can be related to the function of law enforcement and has worked diligently to expand training and policy to increase the effectiveness of our role as a social resource in order to improve the quality of life for our residents and visitors. This document is replete with examples of this work that is adaptive to the needs of our community, supportive of functions previously held by other governmental or private institutions, and demonstrative of this agency’s effectiveness in anticipating and responding to issues of crime, order maintenance, and the provision of non-traditional police services.

The VBPD enjoys a long and effective practice of being a learning organization. As the demands of our environment change, the agency has changed and adapted the services it provides. This is the result of visionary leadership, and effective administrative systems that adapt easily to trends while maintaining the protections of law, and communicate new strategies and tactics as our professional responsibilities emerge. This includes a continued commitment to a “guardian mindset.” While the term has changed, the emphasis on earning the trust and confidence of the community that we serve, through the commitment to our core values and positive relationships with our neighbors established through our commitment to community policing has not.

## 1.2 Recommendation:

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

Executive leadership publically acknowledges the role of past injustices by American Law Enforcement in minority communities. New information has been added to the Department's website that educates the public on a brief history that clearly articulates this point and extends deference to the current debate over bias-based policing. The Deputy Chief of Professional Standards has published an article within the City of Virginia Beach's Inclusion and Diversity Newsletter that outlines a much broader historical overview of this topic. In 2012 and again in 2013, the VBPD held two ceremonies that celebrated the historical accomplishments of the first Black Law Enforcement Officers in Virginia Beach and Princess Anne County.

As part of the recruit training strategy, the Virginia Beach Police Department continues to take police recruits to the Holocaust museum in Washington D.C. and in Richmond, VA as an opportunity to illustrate the power of abusive government and the use of police to support those oppressive governmental actions.

### 1.2.1 Action Item:

The U.S. Department of Justice should develop and disseminate case studies that provide examples where past injustices were publicly acknowledged by law enforcement agencies in a manner to help build community trust.

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Department of Justice on this matter.



## 1.3 Recommendation:

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

The Virginia Beach Police Department is committed to establishing a culture of transparency and accountability in order to build public trust and legitimacy. This is engrained in policies and procedures, training, and evaluation practices.

### 1.3.1 Action Item:

To embrace a culture of transparency, law enforcement agencies should make all department policies available for public review and regularly post on the department's website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics.

The Virginia Beach Police Department has posted all department policies on the Department website. Since 2006, The Virginia Beach Police Department has provided neighborhood crime reports, public copies of incident reports, and copies of crash reports to involved parties online using the Electronic Police Reports Online (ePRO) at [www.vbgov.com/epro](http://www.vbgov.com/epro).

Recently the City of Virginia Beach launched the Open Data project in which the Virginia Beach Police Department currently provides two data sets: calls for service and reported crimes. The Department plans to introduce new data sets over the next twelve months.

### 1.3.2 Action Item:

When serious incidents occur, including those involving alleged police misconduct, agencies should communicate with citizens and the media swiftly, openly, and neutrally, respecting areas where the law requires confidentiality.

The Virginia Beach Police Department is committed to and recognizes the right of the public and the news media to be fully and accurately informed on all matters concerning public safety. It is the policy of the Department to release information in accordance with the Code of Virginia and to continually meet with and understand the needs of the media. Members are to cooperate fully with the news media consistent with the guidelines of established policy. To expedite this commitment, the Virginia Beach Police Department has a Public Affairs Office (PAO) staffed by two sworn officers. The PAO reports directly to the Chief's Executive Aide, a sworn lieutenant, and is guided by General Order 18.01-Public Information and the Public Information and Freedom of Information Act Field Guide. The agency commonly conducts media briefings following serious incidents and is responsive and open to requests by media on all matters, including police misconduct.

## 1.4 Recommendation:

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

The Virginia Beach Police Department's General Order 01.07-Office of Internal Affairs directs that the function of Internal Affairs is to maintain and, where possible, increase the integrity of the Virginia Beach Department of Police by either monitoring or conducting full, fair, and objective investigations of all complaints against the Department, or allegations of misconduct on the part of members and employees of the Department. The Department recognizes that internal legitimacy is the responsibility of all supervisory staff and has taken measures to entrust supervisory staff with the discretion to supervise and train personnel, communicate administrative policies and work rules to all employees, seeks input from the supervisory chain of command on resolving administrative investigations, directs internal inquiries on matters that require additional information, and communicates disciplinary decisions in a manner that is transparent yet respectful of those involved. In addition, on a regular basis or as concerns emerge surrounding the legitimacy of administrative practices, the Chief meets with the leadership of the four employee organizations to solicit feedback and ensure open dialog. These organizations include the Fraternal Order of Police, the Policeman's Benevolent Association, the National Latino Police Officers Association, and the Virginia Beach Police Organization of Police Supervisors.

### 1.4.1 Action Item:

In order to achieve internal legitimacy, law enforcement agencies should involve employees in the process of developing policies and procedures.

With regard to administrative policies and practices, the VBPD reviews all policy documents at least biannually and solicits input from employees in the process of developing and maintaining agency policy, during these reviews. Amended policies are presented to all personnel for comment prior to the implementation of proposed changes.

The Department supports inclusive and open communication. In furtherance of this objective, and as a supplement to the daily interactions within work groups, each organizational component engages in quarterly "command conversations" between police captains and line officers as a means to supplement the open communications encouraged through the chain of command. Additionally, and at least twice annually, the Chief of Police also conducts open discussions with command representatives from each command in a forum referred to as "Chief Conversations."



### 1.4.2 Action Item:

Law enforcement agency leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. Union leadership should be partners in this process.

The Virginia Beach Police Department's current internal disciplinary process contains multiple levels within the organization and was constructed to include strategies for positive reinforcement as well as sanctions for misconduct. The initial process begins either at the command level or with the Office of Internal Affairs for the investigative process and then up the chain of command for disciplinary consideration. At its core, the Department seeks to use training as a function of discipline that is either used in place of punitive measures, or in addition to these measure. This training can be individualized and remedial, or may be directed to a larger contingent of employees. As a general rule, the purpose of discipline is to utilize the least punitive measure to convert negative performance into accepted outcomes the community expects of its police department.

The Virginia Beach Police Department does not participate in collective bargaining; however, and as indicated previously, executive leadership maintains relationships with liaisons representing local police associations to encourage communication and understanding with all levels of the organization.

## 1.5 Recommendation:

Law enforcement agencies should proactively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.

The VBPD is inclusive of the community in many ways, to include the inclusion of community members and groups in training initiatives, the Citizen's Advisory Board which meets quarterly with the executive staff, the Citizens Advisory Committee which is coordinated in each of the four precincts and convenes public meetings monthly, liaison with neighborhood watch programs via the Crime Prevention Office, support of project lifesaver clients in the community (the largest client base in the Nation), the largest enrollment of citizens in the Nextdoor.com social networking website, National Night Out events, open houses at the Police Precincts, and annual neighborhood surveys. Additionally, the VBPD holds positions on many different boards of non-profit charitable organizations and responds to hundreds of community group requests annually.

### 1.5.1 Action Item:

In order to achieve external legitimacy, law enforcement agencies should involve the community in the process of developing and evaluating policies and procedures.

The Virginia Beach Police Department is progressing towards this action item. Historically, the Department has not engaged the community in the process of developing policy. Recently, however, the concerns of the public have been surveyed and are being accounted for in a body worn camera policy under consideration.

### **1.5.2 Action Item:**

Law enforcement agencies should institute residency incentive programs such as Resident Officer Programs.

The Virginia Beach Police Department does not administer a residency incentive program.

### **1.5.3 Action Item:**

Law enforcement agencies should create opportunities in schools and communities for positive nonenforcement interactions with police. Agencies should also publicize the beneficial outcomes and images of positive, trust-building partnerships and initiatives.

Positive nonenforcement interactions with the public are at the core of the agency's community policing philosophy. In addition to the multitude of non-adversarial interactions occurring daily, the Public Affairs Office tracks and publicizes community engagement and public appearances of note through media releases and social media outlets to include Facebook, Twitter, and Pinterest.

### **1.5.4 Action Item:**

Use of physical control equipment and techniques against vulnerable populations—including children, elderly persons, pregnant women, people with physical and mental disabilities, limited English proficiency, and others—can undermine public trust and should be used as a last resort. Law enforcement agencies should carefully consider and review their policies towards these populations and adopt policies if none are in place.

The Virginia Beach Police Department embraces the responsibility of serving vulnerable populations, such as adolescents (Policing the Teen Brain), elderly (Project Lifesaver), mentally ill (CIT) and non-English speaking populations. Policies and training emphasize discretion in the use of physical control equipment on vulnerable populations, emphasizing respectful treatment that ensures the safety of all parties involved. Prisoner Transportation (G.O. 14.01) outlines the use of physical control equipment in these situations and the specific techniques that are prohibited.



## 1.6 Recommendation:

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

The overarching policing strategy of the Virginia Beach Police Department is community policing, emphasizing frequent non adversarial contacts in the community that are intended to build familiarity, dialog, and trust. When deploying resources to a community in need, or an area that is experiencing spikes in violent crime or requests for services, the agency is cognizant of the fact that these activities may cause alarm or concern to those unfamiliar with the problems that the police are trying to address. The emphasis on actions that are firmly supported by reasonable suspicion or probable cause followed by interactions that afford those contacted with dignity and respect are emphasized. The agency continues to emphasize the use of these strategies to address problems, but emphasizes communication and community involvement throughout the process to alleviate misunderstanding and concern.

### 1.6.1 Action Item:

Research conducted to evaluate the effectiveness of crime fighting strategies should specifically look at the potential for collateral damage of any given strategy on community trust and legitimacy.

The Virginia Beach Police Department is open to and considerate of factoring in negative impacts on community trust and legitimacy when evaluating the effectiveness of crime fighting.

## 1.7 Recommendation:

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

The Department seeks and appreciates feedback of this nature, and surveys the community in a variety of ways. These strategies currently include annual neighborhood surveys where officers and command staff go “door-to-door” to engage the community in many neighborhoods in the city. “Department interaction surveys” seeking specific performance feedback are sent quarterly to community members encountered during a variety of circumstances relating to our duties in the community. Additionally, and since 1989, the Department’s relationship with the community is assessed in a biannual citizen satisfaction survey administered by the City of Virginia Beach. Finally, and coincidental to the timing of this report, these measures were assessed regionally by Old Dominion University as part of a “Life in Hampton Roads Survey”. The Department continues to evaluate additional approaches to surveying the community.

### 1.7.1 Action Item:

The Federal Government should develop survey tools and instructions for use of such a model to prevent local departments from incurring the expense and to allow for consistency across jurisdictions.

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor.

## 1.8 Recommendation:

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

This is an on-going effort in the Virginia Beach Police Department. The Department recognizes the legitimacy of a representative bureaucracy and has worked hard for many years to invite qualified minority applicants in order to increase minority representation in the ranks. The Department maintains an Equal Opportunity Plan which provides a utilization analysis, EEO objectives, and an action plan for achievement. The EEO plan is updated regularly, but at least biennially. Additionally and as required by the EEO Plan, Recruitment plans are constructed, executed, and evaluated for effectiveness in recruiting minority candidates for employment annually. A review of this work, conducted for many years, will indicate a wide array of strategies, effort, and expense in this area. While the utilization analysis indicates a deficit in the area of minority employment (9.9% underutilization) the Virginia Beach Police Department experiences success in this area that, by comparison, exceeds the rates of employment regionally (underutilization rates ranging from 17.5% to 34.5% and averaging 24.91% amongst the six neighboring jurisdictions.) The Department's Equal Employment Opportunity, Diversity, and Inclusion Plan is available on the Department's website in the recruitment area.

### 1.8.1 Action Item:

The Federal Government should create a Law Enforcement Diversity Initiative designed to help communities diversify law enforcement departments to reflect the demographics of the community.

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor.

### 1.8.2 Action Item:

The department overseeing this initiative should help localities learn best practices for recruitment, training, and outreach to improve the diversity as well as the cultural and linguistic responsiveness of law enforcement agencies.

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor.





### 1.8.3 Action Item:

Successful law enforcement agencies should be highlighted and celebrated and those with less diversity should be offered technical assistance to facilitate change.

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor.

### 1.8.4 Action Item:

Discretionary federal funding for law enforcement programs could be influenced by that department's efforts to improve their diversity and cultural and linguistic responsiveness.

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor.

### 1.8.5 Action item:

Law enforcement agencies should be encouraged to explore more flexible staffing models.

The Virginia Beach Police Department utilizes different staffing models throughout the divisions. Patrol officers work four ten hour shifts. Detectives work nine and half hour shifts with a third day off every other week. Staffing levels within these flexible models are designed to meet the service demands of the community and to properly execute the mission of the agency.

## 1.9 Recommendation:

Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety.

The Virginia Beach Police Department is open to and prepared to build stronger relationship with immigrant communities. The Department is a long time participant and presenter with the Virginia Beach Human Rights commission, has a long standing relationship with the Hispanic Dialogue of Virginia Beach, and the Virginia Beach Filipino-American Community Action Group. Additionally, and as outlined in other areas of this report, the Department is an active participant in the Council on Diversity and Inclusion sponsored by the City of Virginia Beach and continues outreach to the immigrant (and other) communities within the city.

With regard to administrative policies and practices, the agency has developed clear guidance and restrictions on officers relating to the enforcement or questioning of citizens regarding immigration status.

### 1.9.1 Action Item:

Decouple federal immigration enforcement from routine local policing for civil enforcement and nonserious crime.

The Virginia Beach Police Department specifically declined any involvement in the Delegation of Immigration Authority Section 287(g) Immigration and Nationality Act, which under a Memorandum of Agreement (MOA) would have given the agency delegated authority for immigration enforcement.

### 1.9.2 Action Item:

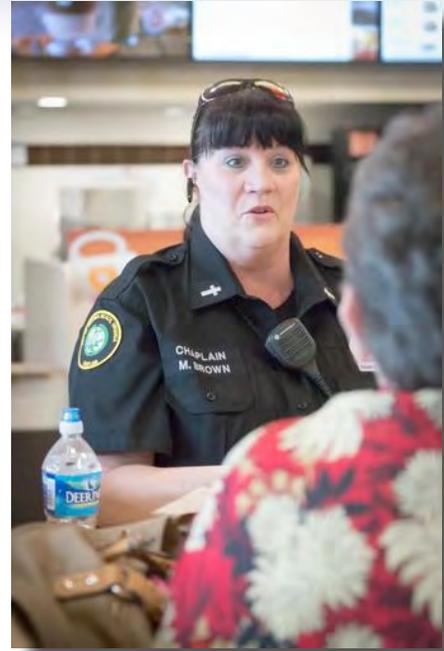
Law enforcement agencies should ensure reasonable and equitable language access for all persons who have encounters with police or who enter the criminal justice system.

The City of Virginia Beach maintains a language bank of personnel fluent or conversational in world languages.

### 1.9.3 Action Item:

The U.S. Department of Justice should not include civil immigration information in the FBI's National Crime Information Center database.

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor.



A photograph of a row of classical stone columns, likely in a government building or museum. The columns are arranged in a perspective that recedes into the distance. The lighting is dramatic, with strong shadows cast across the columns and the floor, suggesting a low sun position. The overall tone is warm and somewhat somber.

# Pillar Two: Policy and Oversight



## 2.1 Recommendation:

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

The overarching policing strategy of the VBPD is community policing, emphasizing frequent non adversarial contacts in the community that are intended to build familiarity, dialog, and trust. Subordinate to, yet intended to compliment this strategy, the Department does engage in evidenced based practices to address problems in communities disproportionately affected by crime. These include the deploying of additional resources and focused prevention, enforcement, and/or investigative activities in these areas to address the issues being experienced and the safety needs of these communities. As indicated previously in the report, the agency emphasizes communication and community involvement throughout the process to alleviate misunderstanding and concern.

### 2.1.1 Action Item:

The Federal Government should incentivize this collaboration through a variety of programs that focus on public health, education, mental health, and other programs not traditionally part of the criminal justice system.

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor.

## 2.2 Recommendation:

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

The Virginia Beach Police Department has a use of force policy that is reviewed annually, adjusted as necessary, and is openly available for public review on the Department's website. The Office of Internal Affairs tracks use of force incidents through the IA Pro software suite. All sworn members receive training on the use of force policy.

### 2.2.1 Action Item:

Law enforcement agency policies for training on use of force should emphasize de-escalation and alternatives to arrest or summons in situations where appropriate.

The Virginia Beach Police use of force training emphasizes de-escalation and alternatives to arrest or summons in situations where appropriate. Recent decreases in police use of force in the agency speak to the impact of this training.

### 2.2.2 Action Item:

These policies should also mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

The Office of the Commonwealth's Attorney independently reviews all use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths to determine if criminal charges are going to be filed. The Virginia Beach Police Department also utilizes the Virginia State Police as the resource to accomplish a competent and independent criminal investigation of police involved shootings, as provided for by the Code of Virginia.

### 2.2.3 Action Item:

The task force encourages policies that mandate the use of external and independent prosecutors in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

This action item is the purview of the Office of the Commonwealth's Attorney.

## 2.2.4 Action Item:

Policies on use of force should also require agencies to collect, maintain, and report data to the Federal Government on all officer-involved shootings, whether fatal or nonfatal, as well as any in-custody death.

The Virginia Beach Police Department is a participant in a variety of reporting activities relating to officer involved shootings. This includes reporting to the Federal Bureau of Investigation and Virginia State Police (details outlined below) and voluntarily with the Major Cities Chiefs Association in collaboration with the Police Foundation. It is anticipated that there will soon be requirements to report to the United States Department of Justice on these matters as a means for reducing the current time delays in reporting on these matters. When this program is initiated, the Virginia Beach Police Department will cooperate and report as required.

- All officer involved shootings are reported initially to the Virginia State Police through Officer-Involved Shooting form (SP-323) that was created in July, 2016. Once the Office of the Commonwealth's Attorney (OCA) renders their prosecutorial decision, an updated form is submitted.

- Fatal officer-involved shootings cleared with no criminal charges by the OCA are reported to the Federal Bureau of Investigations through the Virginia State Police Incident Base Reporting as Justifiable Homicides.

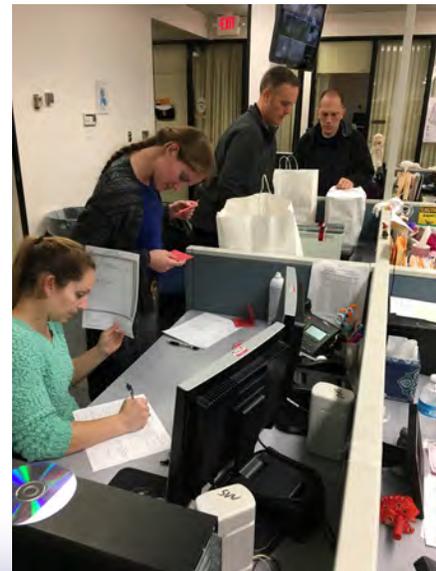
- Nonfatal officer-involved shootings cleared with no criminal charges by the OCA are only reported to the Virginia State Police through Officer-Involved Shooting form (SP-323). Currently, there is not a way to report officer-involved nonfatal shootings to the Federal Government.

- Officer-involved shootings (fatal and nonfatal) where the OCA files criminal charges will be reported to the Federal Bureau of Investigations through the Virginia State Police Incident Base Reporting as the respective criminal offense code.

## 2.2.5 Action Item:

Policies on use of force should clearly state what types of information will be released, when, and in what situation, to maintain transparency.

The Virginia Beach Police Department outlines what information will be released in the Public Information and Freedom of Information Act Field Guide. The Department has been transparent in releasing information on use of force incidents while respecting the integrity of ongoing criminal and administrative investigations.



### 2.2.6 Action Item:

Law enforcement agencies should establish a Serious Incident Review Board comprising sworn staff and community members to review cases involving officer-involved shootings and other serious incidents that have the potential to damage community trust or confidence in the agency. The purpose of this board should be to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed.

The Virginia Beach Police Department currently uses a Use of Force Board to review uses of force where a serious injury or death of a citizen occurred, as well as citizens' complaints on use of force. The Board is comprised of Virginia Beach Police Department members and the Public Safety Attorney. The board makes recommendations regarding if the use of force does or does not comport with training and if the use of force was in or out of policy. At the end of each calendar year, the Commanding Officer of the Office of Internal Affairs prepares an analysis for the Chief of Police on the use of force by personnel, and recommends any necessary training, equipment or policy modifications.

While the Department has not incorporated community members in these reviews to this point, the established Citizen Advisory Board or a Police Advisory Board are solutions to this recommendation and are under consideration by the Chief of Police and the Office of the City Manager at this time.

## 2.3 Recommendation:

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

In support of a desire to create a learning outcome for critical incidents, the Virginia Beach Police Department seeks to glean "lessons learned" through an after action review conducted by the Office of Internal Affairs and the command structure of the involved officer(s) and supplemented through a peer review via the aforementioned use of force board. Throughout the process of review, any of those involved in the review has access to training records, discipline records, reports filed by the involved officers, and when applicable the content of an administrative investigation. The outcomes of this review include recommendations for disciplinary action, if appropriate, that includes non-punitive responses, when appropriate. Included in this array of responses, and frequently utilized is the use of training as a function of discipline. Additionally, any of those involved in the review may make recommendations for additional trainings for affected or all personnel and make recommendations for review of training protocols.

## 2.4 Recommendation:

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

The Virginia Beach Police Department's policy of photo lineups aligns with the Virginia Department of Criminal Justice Services Model Policy on Lineups/Eyewitness Identification, to which the Virginia Beach Police Department was a contributor.



## **2.5 Recommendation:**

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

Currently, the Department releases the average age of employees by rank in the Annual Report available online at [www.vbgov.com/police/annualreport](http://www.vbgov.com/police/annualreport). The gender demographics of the department is reported to the State Police and is printed in the Crime in Virginia publication yearly at [http://www.vsp.state.va.us/Crime\\_in\\_Virginia.shtm](http://www.vsp.state.va.us/Crime_in_Virginia.shtm). The Department's Equal Employment Opportunity, Diversity and Inclusion Plan also includes this data in the form of a "utilization report" available online at [www.vbgov.com/policejobs](http://www.vbgov.com/policejobs).

### **2.5.1 Action Item:**

The Bureau of Justice Statistics should add additional demographic questions to the Law Enforcement Management and Administrative Statistics (LEMAS) survey in order to meet the intent of this recommendation.

The Virginia Beach Police Department supports this action item and supports the efforts of the Bureau of Justice Statistics in this endeavor.

## 2.6 Recommendation:

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

The Virginia Beach Police Department collects, maintains, and analyzes demographic data on all field interviews, summons and arrests. Stop and frisk data is documented as a field interview. While demographic tracking is currently possible, the capability to track school v. non-school contact in the future is being evaluated with the implementation of the new record management system scheduled to launch in 2018.

### 2.6.1 Action Item:

The Federal Government could further incentivize universities and other organizations to partner with police departments to collect data and develop knowledge about analysis and benchmarks as well as to develop tools and templates that help departments manage data collection and analysis.

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor.

## 2.7 Recommendation:

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

The Virginia Beach Police Department's Emergency Operations Plan Field Guide outlines the response for mass demonstrations. This guidance provides for a continuum of responses and equipment to respond appropriately to a variety of mass demonstrations.

### 2.7.1 Action Item:

Law enforcement agency policies should address procedures for implementing a layered response to mass demonstrations that prioritize de-escalation and a guardian mindset.

The Virginia Beach Police Department employs a "wave" type strategy based on crowd dynamics and the need for police intervention. The Department places emphasis on managing crowds and almost eliminates the need for the use of force and/or mass arrest as it relates to unlawful assembly, most especially within the City's resort area. The "Wave" strategy speaks to personnel working in strategic locations but not so condensed within the affected area that there is cause for concern. Should more officers be needed in a particular area, then they are called forward to inhibit the potential for large scale violence or crime where necessary. While personnel are trained in the use of riot tactics and equipment, those tactics are not used frequently as a result of successful de-escalation tactics, relationship with the community and professional work force.

### 2.7.2 Action item:

The Federal Government should create a mechanism for investigating complaints and issuing sanctions regarding the inappropriate use of equipment and tactics during mass demonstrations.

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor.

### 2.8 Recommendation:

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

The Virginia Beach Police Department works closely with the Virginia Beach Human Rights Commission and provides internal data relating to police-citizen engagement and police enforcement outcomes. Additionally, actions taken by the Department on citizen complaints are subject to review by the Independent Review Panel (IRP). These reviews may be initiated by citizen complainants upon the conclusion of an investigation. The IRP is a panel appointed by the City Manager as authorized by City Council Resolution. Its purpose is to ensure that reports and conclusions of investigations of incidents involving abuse of authority or serious misconduct by Police Officers (and other City employees) are complete, accurate, and factually supported. The IRP may also recommend to the City Manager that specific City policies and procedures be revised.



### 2.8.1 Action Item:

The U.S. Department of Justice, through its research arm, the National Institute of Justice (NIJ), should expand its research agenda to include civilian oversight.

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor.

### 2.8.2 Action Item:

The U.S. Department of Justice's Office of Community Oriented Policing Services (COPS Office) should provide technical assistance and collect best practices from existing civilian oversight efforts and be prepared to help cities create this structure, potentially with some matching grants and funding.

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor.

## 2.9 Recommendation:

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

The Virginia Beach Police Department does not require officers to issue a predetermined number of tickets, citations, arrests or summons. Officers receive training and guidance on their lawful authority to make such arrests, are encouraged to use discretion in applying enforcement actions, and receive information on areas, trends, and data to assist in focusing areas and issues of safety.



## 2.10 Recommendation:

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

The Virginia Beach Police Department's policy is to seek consent before a search is conducted and to explain that a person has the right to refuse. The Department does not currently require a written acknowledgement.

## 2.11 Recommendation:

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

The Virginia Beach Police Department requires officers to identify themselves and the reason the officer has stopped or searched someone.

### 2.11.1 Action Item:

One example of how to do this is for law enforcement officers to carry business cards containing their name, rank, command, and contact information that would enable individuals to offer suggestions or commendations or to file complaints with the appropriate individual, office, or board. These cards would be easily distributed in all encounters.

Officers have business cards and are encouraged to share contact information with the citizens that they have encountered. Other publications regarding the process for making a complaint or commendations are available to citizens in all facilities, on the department website, and available to officers and supervisors.

## 2.12 Recommendation:

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

The Virginia Beach Police current search and seizure procedures were reviewed by the Department's LGBTQ Liaison to ensure that no changes needed to be made. Vice arrests or searches are not based upon the possession of condoms.

## 2.13 Recommendation:

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

The Virginia Beach Police Department has two policies that address profiling and discrimination. Bias Based Profiling (General Order 6.04) prohibits bias-based profiling by members of the Virginia Beach Police Department and requires an annual administrative review of agency performance in this area. Prohibition of Discrimination and Harassment (Administrative General Order 2.06) establishes a commitment to a workplace free of discrimination and/or harassment. Complaints or concerns regarding sexual harassment or discrimination are accepted by the Virginia Beach Police Department and then turned over to the Virginia Beach Department of Human Resources for investigations. Findings and recommendations are returned to the Office of the Chief of Police for resolution.

### 2.13.1 Action Item:

The Bureau of Justice Statistics should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender-nonconforming people, by law enforcement officers to the Police Public Contact Survey.

The Virginia Beach Police Department supports this action item and supports the efforts of the Bureau of Justice Statistics in this endeavor.

### 2.13.2 Action Item:

The Centers for Disease Control should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender-nonconforming people, by law enforcement officers to the National Intimate Partner and Sexual Violence Survey.

The Virginia Beach Police Department supports this action item and supports the efforts of the Centers for Disease Control in this endeavor.

### 2.13.3 Action Item:

The U.S. Department of Justice should promote and disseminate guidance to federal, state, and local law enforcement agencies on documenting, preventing, and addressing sexual harassment and misconduct by local law enforcement agents, consistent with the recommendations of the International Association of Chiefs of Police.

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Department of Justice in this endeavor.

## 2.14 Recommendation:

The U.S. Department of Justice, through the Office of Community Oriented Policing Services and Office of Justice Programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation.

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Department of Justice in this endeavor.

## 2.15 Recommendation:

The U.S. Department of Justice, through the Office of Community Oriented Policing Services, should partner with the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to expand its National Decertification Index to serve as the National Register of Decertified Officers with the goal of covering all agencies within the United States and its territories.

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Department of Justice in this endeavor.





Pillar Three:  
Technology  
and  
Social Media

### 3.1 Recommendation:

The U.S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdictions and maintain civil and human rights protections.

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Department of Justice in this endeavor.

#### 3.1.1 Action Item:

The Federal Government should support the development and delivery of training to help law enforcement agencies learn, acquire, and implement technology tools and tactics that are consistent with the best practices of 21st century policing.

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor.

#### 3.1.2 Action Item:

As part of national standards, the issue of technology's impact on privacy concerns should be addressed in accordance with protections provided by constitutional law.

The Virginia Beach Police Department consistently considers privacy and legal concerns when implementing technology that could impact privacy. Recent examples include holding public forums to obtain feedback on body worn cameras, holding public forums when considering facial recognition implementation, and abiding by Freedom of Information Act and victim protection laws and guidelines when responding to public requests for information. Data on ePRO and the Open Data site release the hundred block and street name instead of exact incident locations.



### 3.1.3 Action Item:

Law enforcement agencies should deploy smart technology that is designed to prevent the tampering with or manipulating of evidence in violation of policy.

The Virginia Beach Police Department has a field guide for evidence collection and handling outlining best practices to protect information and evidence. The property & evidence system has electronic audit trails and access is controlled by user security. Physical security measures of the property & evidence area include security cameras and door access controlled by badges.

## 3.2 Recommendation:

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

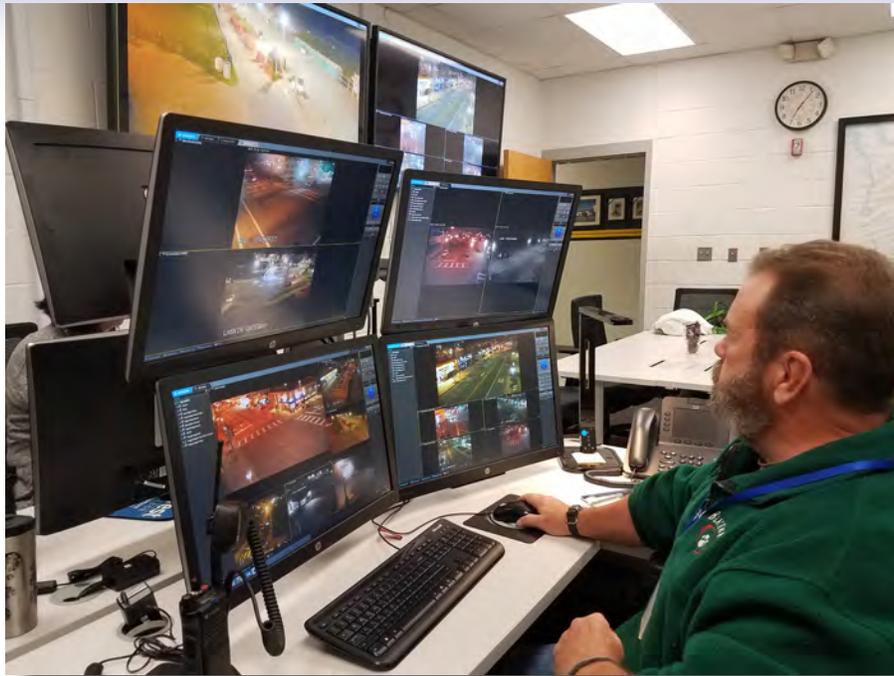
When designing the requirement for a new records management system, the Virginia Beach Police Department used the RMS standards set by Law Enforcement Information Technology Standards Council (LEITSC).

### 3.2.1 Action Item:

Law enforcement agencies should encourage public engagement and collaboration, including the use of community advisory bodies, when developing a policy for the use of a new technology.

The Virginia Beach Police Department solicited input from citizens for the expansion of the oceanfront camera system. When researching the use and implementation methods of body worn cameras, the Department held public forums to solicit input. The Department has also posted a presentation on its website for citizens to review and have an email form to submit comments.





### 3.2.2 Action Item:

Law enforcement agencies should include an evaluation or assessment process to gauge the effectiveness of any new technology, soliciting input from all levels of the agency, from line officer to leadership, as well as assessment from members of the community.

When evaluating technology prior to purchase and implementation, the Department has formed groups of stakeholders from the agency and community as well as subject matter experts to review various products, serve on Request for Proposal committees, attend product demonstrations, and provide feedback on the strengths and weaknesses of the various products. Formalized system acceptance testing is required for all new installs and product upgrades. This ensures the system is meeting the requirements.

### 3.2.3 Action Item:

Law enforcement agencies should adopt the use of new technologies that will help them better serve people with special needs or disabilities.

The City of Virginia Beach Emergency Communications and Citizen Services department recently implemented the text to 9-1-1 program. Call takers are able to receive and respond via text message for requests for public safety assistance. This technology supplements existing technologies such as the TTY (Text Telephone) and the Virginia Relay Service (where sign language is communicated and interpreted via video telephony and subsequently relayed by an interpreter) currently in use for facilitating communications with disabled citizens.

The Virginia Beach Police Department also administers and staffs a Project Lifesaver program. Project Lifesaver is a national proactive, electronic tracking program used to assist in locating people with Alzheimer's disease and related disorders or individuals with Down's syndrome or Autism Spectrum Disorder that may become lost and endangered.

### 3.3 Recommendation:

The U.S. Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement.

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Department of Justice in this endeavor.

#### 3.3.1 Action item:

As part of the process for developing best practices, the U.S. Department of Justice should consult with civil rights and civil liberties organizations, as well as law enforcement research groups and other experts, concerning the constitutional issues that can arise as a result of the use of new technologies.

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Department of Justice in this endeavor.

#### 3.3.2 Action Item:

The U.S. Department of Justice should create toolkits for the most effective and constitutional use of multiple forms of innovative technology that will provide state, local, and tribal law enforcement agencies with a one-stop clearinghouse of information and resources.

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Department of Justice in this endeavor.

#### 3.3.3 Action item:

Law enforcement agencies should review and consider the Bureau of Justice Assistance's (BJA) Body Worn Camera Toolkit to assist in implementing BWCs.

The Virginia Beach Police Department has been researching body cameras for several years. This implementation plan involved the PERF/COPS publication on body cameras, the BJA Body Worn Camera Toolkit, and the Virginia Department of Criminal Justice Services draft policy. The planning team is also reviewing other agencies' policies and plans.

### 3.4 Recommendation:

Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.

The Virginia Beach Police Department remains engaged in the record retention process by providing feedback to the Library of Virginia, the controlling body of record retention for the Commonwealth of Virginia.

### 3.5 Recommendation:

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

The Virginia Beach Police Department is in the process of evaluating and developing model policies and best practices to use technology-based community engagement that increases community trust and access. These include the use of technology in place such as social media outreach and monitoring and web based media applications used for virtual meetings and teleconferences.

### 3.6 Recommendation:

The Federal Government should support the development of new “less than lethal” technology to help control combative suspects.

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor.

#### 3.6.1 Action Item:

Relevant federal agencies, including the U.S. Departments of Defense and Justice, should expand their efforts to study the development and use of new less than lethal technologies and evaluate their impact on public safety, reducing lethal violence against citizens, constitutionality, and officer safety.

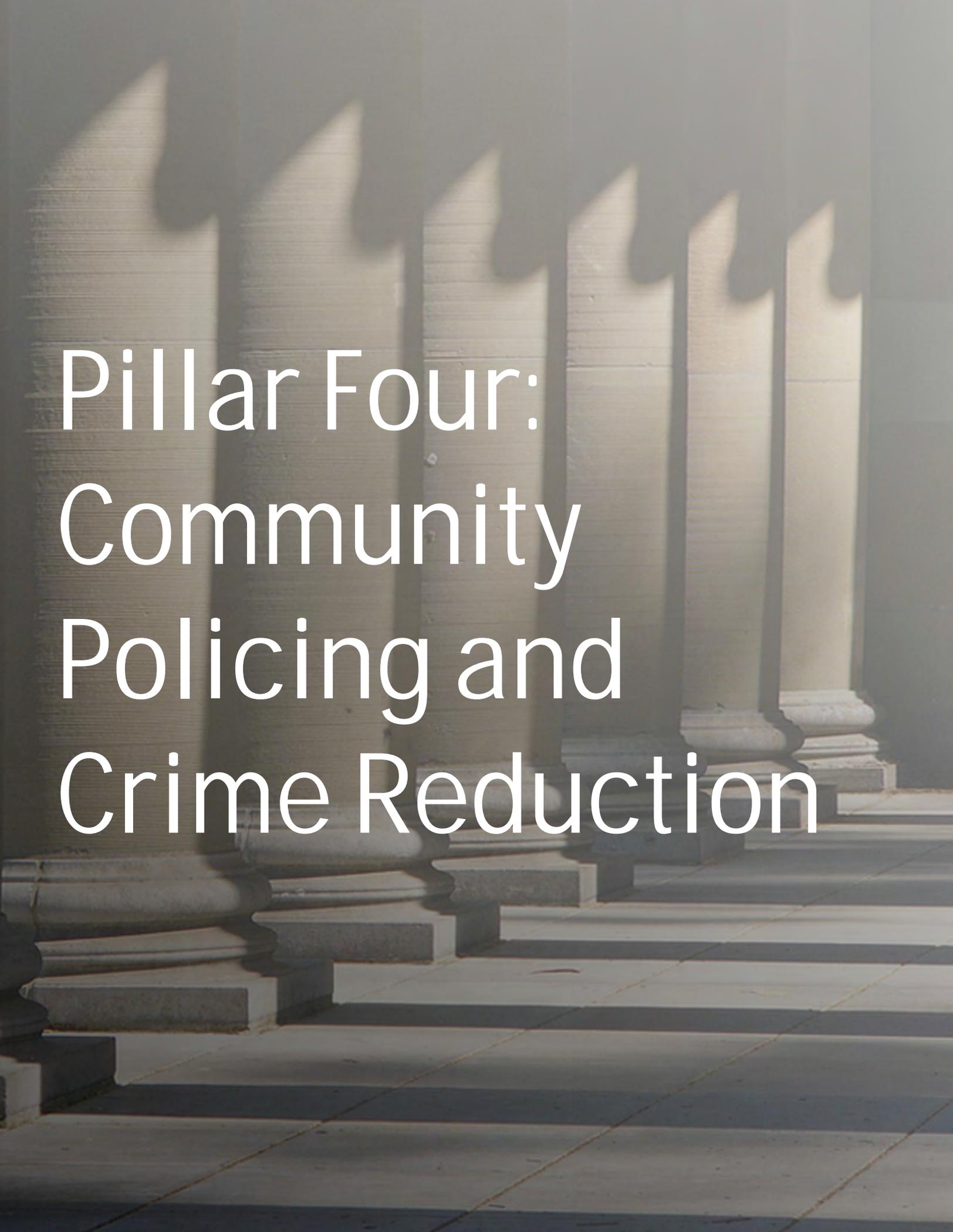
The Virginia Beach Police Department supports this action item and supports the efforts of the federal agencies in this endeavor.

### 3.7 Recommendation:

The Federal Government should make the development and building of segregated radio spectrum and increased bandwidth by FirstNet for exclusive use by local, state, tribal, and federal public safety agencies a top priority.

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor.





Pillar Four:  
Community  
Policing and  
Crime Reduction

## 4.1 Recommendation:

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

In 2016, the VBPD established a Community Outreach Work Group in support of the VBPD's efforts to improve community relationships. Members from within and outside of the organization were solicited to participate in our attempts to improve the service delivery to our diverse community. Membership in the group was completely voluntary and consists of 40 members. At this time, the group is establishing initiatives and defining goals. To date two noteworthy achievements are the identification of a LGBTQ department liaison and the partnership with the Men of Faith to help educate young adults on how to interact with police.



### 4.1.1 Action Item:

Law enforcement agencies should consider adopting preferences for seeking “least harm” resolutions, such as diversion programs or warnings and citations in lieu of arrest for minor infractions.

The Virginia Beach Police department encourages the use of “least harm” resolutions. Juvenile Perspective training was started in 2014 with the goal of minimizing the detention of youth and placing more of an emphasis on effective strategies for intervention and rehabilitation. Officers are encouraged to exercise discretion in making arrests and issuing traffic summonses while focusing on order maintenance priorities and traffic accident reduction strategies. As evidence, the Department conducted 73,091 traffic stops in 2015, but only issued 43,692 traffic charges.

## 4.2 Recommendation:

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

Our department's strategic plan for 2015 to 2017 strategies focus on community policing throughout the organization.

#### 4.2.1 Action Item:

Law enforcement agencies should evaluate officers on their efforts to engage members of the community and the partnerships they build. Making this part of the performance evaluation process places an increased value on developing partnerships.

The Virginia Beach Police Department Police Training Officer program for new officers culminates with the completion of a Neighborhood Portfolio Exercise. The goal of the exercise is to give the trainee a sense of the community where he or she will work, and to encourage the trainee to develop community partnerships and collaboration with others outside of the criminal justice response in resolving community issues. Once the exercise is completed, the trainee is required to present their findings to the Neighborhood Portfolio Exercise Board for evaluation. These types of solutions persist and are commonly executed as a part of the Department's response to issues (crime, fear of crime, crime prevention, and order maintenance) in the form of planned patrols. Predominantly, these planned patrols are accomplished by uniformed precinct personnel assigned to community policing units, supported by patrol officers. Each planned patrol is reviewed and approved by the precinct commander and effectiveness is assessed and reported during monthly COMPSTAT meetings.

The Virginia Beach Police officers are evaluated in the performance appraisals on their compliance to the City's Organizational Values. The organizational values focus on quality customer service and a teamwork mentality. The teamwork mentality is for both the employees and the citizens to work together.

#### 4.2.2 Action item:

Law enforcement agencies should evaluate their patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities.

The current benchmarks in the Virginia Beach Police uniform patrol staffing model is to strive for an officer to dedicate only twenty-seven percent of their shift to answering calls for service. Leaving fifty-eight percent of a patrol officer's time to be allocated to proactive activities. The proactive activities include community engagement, community partnership, and crime prevention. The benchmarks are evaluated in a yearly workload assessment. When determining assignments for academy graduates, the formulas are run against the up-to-date data and used as a factor.

#### 4.2.3 Action Item:

The U.S. Department of Justice and other public and private entities should support research into the factors that have led to dramatic successes in crime reduction in some communities through the infusion of non-discriminatory policing and to determine replicable factors that could be used to guide law enforcement agencies in other communities.

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Department of Justice and others in this endeavor.

## 4.3 Recommendation:

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

The Virginia Beach Police Department works closely with the Department of Human Services, the Schools, and mental health facilities to help citizens in mental health crisis. The Police Department has 325 Crisis Intervention Team (CIT) Officers, or about 40 percent of authorized sworn, that successfully completed CIT certification. CIT Officers are part of a specialized team and possess additional knowledge, skills, and abilities, making it easier to handle someone in a mental health crisis. The Department has enjoyed considerable success and recognition in the development of a joint program with the Virginia Beach Department of Human Services in conducting homeless outreach services through Outreach Peer Specialists in the resort area. To date, several citizens have received a variety of services in support of an independent lifestyle in stable conditions.

### 4.3.1 Action Item:

The U.S. Department of Justice should collaborate with others to develop and disseminate baseline models of this crisis intervention team approach that can be adapted to local contexts.

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Department of Justice in this endeavor.

### 4.3.2 Action Item:

Communities should look to involve peer support counselors as part of multidisciplinary teams when appropriate. Persons who have experienced the same trauma can provide both insight to the first responders and immediate support to individuals in crisis.

In collaboration with other city departments the Virginia Beach Police Department started an enhanced oceanfront outreach initiative to help the influx in homeless individuals residing at the oceanfront. The program utilized six part-time Outreach Peer Specialists to holistically address service gaps from the target population. All of the Outreach Peer Specialists are former homeless individuals who, having overcome their conditions were able to effectively engage and encourage the use of community support services.

### 4.3.3 Action Item:

Communities should be encouraged to evaluate the efficacy of these crisis intervention team approaches and hold agency leaders accountable for outcomes.

Our department in collaboration with the Department of Human Services worked to evaluate the current crisis intervention team approaches and realized a gap regarding citizens that were at risk patients. These at risk citizens had multiple crisis intervention events in a short time period. Due to success working with one citizen the team has implemented a method to identify citizens in this cyclical need and provide additional mental health resources and assign them a CIT trained officer to assist them if an incident arises.

## 4.4 Recommendation:

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

The Department's mission is: "The Virginia Beach Police Department is committed to providing a safe community and improving the quality of life for all people. We accomplish this by delivering quality police services and enforcing laws with equity and impartiality. In partnership with the community, we reduce crime through public awareness. In meeting this objective, we demand of ourselves the highest professional standards and dedication to our core values." The Department is committed to and trains, through community and partner agency inclusion, to support actions and service that affords dignity and respect to all.

### 4.4.1 Action Item:

Because offensive or harsh language can escalate a minor situation, law enforcement agencies should underscore the importance of language used and adopt policies directing officers to speak to individuals with respect.

This professional expectation is embedded in the Virginia Beach Police Department policies, organizational values and training. The Department encourages de-escalation of all activities in use of force training.

### 4.4.2 Action Item:

Law enforcement agencies should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.

In addition to a multitude of daily contacts, the Virginia Beach Police Department conducts yearly neighborhood surveys where officers and command staff go door-to-door to engage the community. Each precinct in the department has designated Community Oriented Policing (COP) Squads. The COP squad attends community events, civic league meetings, and faith based organization events to be a direct link between the Department and the citizens.



## 4.5 Recommendation:

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

The Virginia Beach Police Department is dedicated to working with the community to identify problems and collaborate on solutions. The Department has fully dedicated Community Oriented Policing squads and a Crime Prevention Unit. Community policing is also integral in the training of all officers.

#### **4.5.1 Action Item:**

Law enforcement agencies should schedule regular forums and meetings where all community members can interact with police and help influence programs and policy.

Our department schedules community advisory boards, and community advisory committee meetings. Our department has held additional community meetings and Town Halls when needed. For example in 2015, the Third Precinct Command held a meeting with concerned citizens who were interested in working with the police and the faith-based community in order to develop strategies and a viable action plan to help improve the safety of the community after several homicides occurred in the Western Bayside area.

#### **4.5.2 Action Item:**

Law enforcement agencies should engage youth and communities in joint training with law enforcement, citizen academies, ride-alongs, problem solving teams, community action teams, and quality of life teams.

The Virginia Beach Police Department has many programs that engage both the youth and the community. The Crime Prevention Unit runs the Law Enforcement Explorer Program, Citizen Police Academy, Youth Police Academy, Senior Citizen Police Academy, National Night Out, and Project Lifesaver. Citizens can also participate in the “ride-along” program.



#### **4.5.3 Action Item:**

Law enforcement agencies should establish formal community/citizen advisory committees to assist in developing crime prevention strategies and agency policies as well as provide input on policing issues.

Each precinct in the Virginia Beach Police Department has a Citizen Advisory Committee. The committees meet monthly and allow us to communicate with and better serve our community. The meetings provide a formalized process that facilitates citizen and community cooperation with the police department.

#### **4.5.4 Action Item:**

Law enforcement agencies should adopt community policing strategies that support and work in concert with economic development efforts within communities.

Two priorities for the economic development of the City of Virginia Beach is the Oceanfront and Town Center. The Department uses community policing strategies in these areas, especially during special events and is also a contributor in economic development projects as a resource for crime prevention through environmental design.

## 4.6 Recommendation:

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

The Virginia Beach Police Department Community Policing officers currently attend functions and facilitate events with an aim at providing positive interaction with the youths of Virginia Beach. From showing up at City Recreation Centers, to challenging youth in basketball, to helping host open houses, the Department is committed to instilling trust in our young citizens during a time when they are most impressionable. The School Resource Officers serve as role models in schools, host Youth Academies, host “Chief for a Day” events, visit schools to read books to children, volunteer as mentors to at risk youth, and are involved in many other positive engagements with the youth of the City.



### 4.6.1 Action Item:

Education and criminal justice agencies at all levels of government should work together to reform policies and procedures that push children into the juvenile justice system.

The Virginia Beach Police Department has adopted a diversion mindset and has supported a wide variety of non-arrest interventions to address juvenile issues. The Department has positive relationships with juvenile services and with Schools to focus on the best “least harm” solution in the moment. This initiative includes the development of an “app” for officers to share with parents and/or caretakers detailing community based services and programs for youth in the City. The Department is working closely with the School System in support of “Classrooms Not Courtrooms” initiatives. Department members have attended and the Department has sponsored training that speaks to how to address behavioral issues while minimizing the time out of the classroom.

### 4.6.2 Action Item:

In order to keep youth in school and to keep them from criminal and violent behavior, law enforcement agencies should work with schools to encourage the creation of alternatives to student suspensions and expulsion through restorative justice, diversion, counseling, and family interventions.

The City of Virginia Beach was selected by the Virginia Department of Juvenile Justice (VDJJ) as one of the first cities in the Commonwealth to be a designated site for the Juvenile Detention Alternative Initiative (JDAI) a national program sponsored by the Annie E. Casey Foundation. Not only has the Virginia Beach Police Department been an active participant in this local collaborative, the Department has been a leader for change at the Local, State, and National levels.

This initiative is now over 7 years old and has included a wide array of partners in the local criminal justice system to include The Virginia Beach Juvenile and Domestic Relations Court (JDRC) to include the JDRC Clerks Office and JDRC Court Services Unit, The Office of the Commonwealth's Attorney, The Public Defender's Office, Local Defense Attorneys, Tidewater Youth Services, The Virginia Beach Department of Human Services, The Office of the City Manager, and the Virginia Beach City Public Schools. While the accomplishments of this initiative are far reaching, the following highlights the specific accomplishments of the Virginia Beach Police Department:

- Participated in Executive level planning to revisit the priorities and effectiveness of the response to juvenile delinquency and crime in Virginia Beach, reducing significantly the numbers of children referred to detention for minor offenses.

- Trained new officers and retrained in-service officers in a two day "Juvenile Perspective: Policing the Teen Brain" class intended to help officers understand adolescent brain development under normative, traumatized, and compromised conditions, the impact of culture on adolescent behavior, the purpose and history of the Juvenile Justice System, the impact of arrest on the future potential for children, alternatives for consequences other than arrests to include families, community resources, and schools, and role play activities with teens from the Community during class.

- Constructed new policy in the form of a "field guide" that has been featured at the State and National levels that provides guidance for officers in dealing with child victims, witnesses, suspects, children exposed to trauma via secondary victimization or in the presence of adult caretakers who are being arrested.

- Presenting at conferences on this training and policy strategy, to include the 2015 National JDAI Conference in Phoenix, Arizona.

- Working with Virginia Beach Public Schools to further define the role of the School Resource Officer in a context that promotes the use of these officers as resources for the school as opposed to enforcers who are engaged in matters more appropriately addressed by school administrators. Both parties having a strong commitment to support accountability and safety via problem solving as opposed to punishment.

- Participants in the Juvenile Justice Multi agency Collaborative at Georgetown University and developed a program to reduce dual involved youth in the community (involved with the Department of Social Services at an early age and then involved with the Juvenile Justice System at a later age).

#### 4.6.3 Action Item:

Law enforcement agencies should work with schools to encourage the use of alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions.

As indicated, the Virginia Beach Police Department supports alternatives to arrests in matters that may be appropriately addressed through systems of accountability other than the Juvenile Court. The Department continues to work with the JDAI Collaborative to establish peer interventions.

#### 4.6.4 Action Item:

Law enforcement agencies should work with schools to adopt an instructional approach to discipline that uses interventions or disciplinary consequences to help students develop new behavior skills and positive strategies to avoid conflict, redirect energy, and refocus on learning.

The Virginia Beach Police Department, as indicated by the work accomplished to date, would be a willing participant in developing such a program. The Department continues to work with the JDAI Collaborative and the Virginia Beach Public School System on matters of interest to these agencies. One current example of this type of collaboration is our support of the "Classrooms Not Courtrooms" initiatives. Department members have attended and the Department has sponsored training that speaks to how to address behavioral issues while minimizing the time out of the classroom.

#### **4.6.5 Action Item:**

Law enforcement agencies should work with schools to develop and monitor school discipline policies with input and collaboration from school personnel, students, families, and community members. These policies should prohibit the use of corporal punishment and electronic control devices.

The Virginia Beach Police Department, as indicated by the work accomplished to date, would be a willing participant in developing such a program. Corporal punishment by school board employees is prohibited by the Code of Virginia, § 22.1-279.1 and is reinforced by Virginia Beach Public School Policy 5-35(B). The Department considers the resolution of behavioral issues as an administrative responsibility of the schools. Physical force by police officers, of any kind is subject to the provisions of law and department policy, and limited to the use of force to affect a lawful arrest, or in the defense of others. In these situations officers are trained to use only that force reasonably necessary to achieve a lawful objective. As indicated in previous sections of this report, all such instances are supported by training, controlled by policy and law, and subject to review.

#### **4.6.6 Action Item:**

Law enforcement agencies should work with schools to create a continuum of developmentally appropriate and proportional consequences for addressing ongoing and escalating student misbehavior after all appropriate interventions have been attempted.

The Virginia Beach Police Department would be a willing contributor to such an initiative.

#### **4.6.7 Action Item:**

Law enforcement agencies should work with communities to play a role in programs and procedures to reintegrate juveniles back into their communities as they leave the juvenile justice system.

Confidentiality along with various challenges regarding the appropriate role of law enforcement in monitoring compliance are current barriers. The Virginia Beach Police Department is working closely with other stakeholders regarding the aforementioned Georgetown University Collaborative that allows for and makes more efficient the sharing of information between the Department of Human Services, Department of Juvenile Justice, the Virginia Beach Juvenile Court Services Unit and the City of Virginia Beach Juvenile and Domestic Relations General District Court on “dual involved” youth. The Department is in the final stages of the development of the memorandum and is also engaged in assisting the Virginia Beach Public School System with a shift to “Classrooms Not Courtrooms” strategies that redirect students who exhibit behavioral issues from out of school discipline to programs that change behavior, but keep students in a learning environment.

School Resource Officers will work closely with school administrators as changes in protocols are implemented in this regard.

#### **4.6.8 Action Item:**

Law enforcement agencies and schools should establish memoranda of agreement for the placement of School Resource Officers that limit police involvement in student discipline.

School Resource Officers (SRO) help create a safe and positive learning environment by building and maintaining successful working relationships between police, school administrators, students, parents, and staff.

All middle and high schools have a SRO on-site; however, they are also available to respond to the feeder elementary schools when needed. A Memoranda of Understanding has been established between the Virginia Beach Public School System and the Virginia Beach Police Department. The criteria outlined for the School Resource Officer to determine if a specific incident falls under his/her purview and to act in an enforcement capacity using the following criteria:

- a. The nature of the event requires the officer to enforce the law.
- b. The school administrators request assistance when prosecution is an option.

#### 4.6.9 Action Item:

The Federal Government should assess and evaluate zero tolerance strategies and examine the role of reasonable discretion when dealing with adolescents in consideration of their stages of maturation or development.

As indicated, the Virginia Beach Police Department has made considerable progress and impact in this area and supports this action item and supports the efforts of the U.S. Department of Justice in this endeavor.

### 4.7 Recommendation:

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

This recommendation is focused on the community, however the Virginia Beach Police Department and the City of Virginia Beach is focused on these opportunities through a variety of programs throughout the City. Police specific examples include the Virginia Beach Police Youth Academy, Virginia Beach Police Explorer Program, Summer Youth Cadet Program, the development and execution of the Juvenile Justice Jeopardy Program, the inclusion of teens in the Virginia Beach Juvenile Perspectives: Policing the Teen Brain trainings, and the daily interactions and collaboration via the School Resource Officer program.

#### 4.7.1 Action Item:

Communities and law enforcement agencies should restore and build trust between youth and police by creating programs and projects for positive, consistent, and persistent interaction between youth and police.

The Virginia Beach Police Department has a robust and long standing relationship with the Boy Scouts of America Explorer program and other various schools based Crime Solvers Clubs. The School Resource Officers have regular and positive contact with a variety of youth. Many officers volunteer in youth centric activities.

#### 4.7.2 Action Item:

Communities should develop community- and school-based evidence-based programs that mitigate punitive and authoritarian solutions to teen problems.

The Virginia Beach City Public Schools offer an Anti-tobacco use program and a Substance Abuse intervention program. Students can go to these programs in lieu of suspensions.



Pillar Five:  
Training  
and  
Education

## 5.1 Recommendation:

The Federal Government should support the development of partnerships with training facilities across the country to promote consistent standards for high quality training and establish training innovation hubs.

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor.

### 5.1.1 Action Item:

The training innovation hubs should develop replicable model programs that use adult-based learning and scenario-based training in a training environment modeled less like boot camp. Through these programs the hubs would influence nationwide curricula, as well as instructional methodology.

The Virginia Beach Police Department has made significant efforts to transform the academy from a boot-camp style environment to an adult-based classroom environment. The Department utilizes scenario-based evolutions to apply what is learned in a controlled setting. Civil rights and de-escalation are at the forefront of every evolution.

### 5.1.2 Action Item:

The training innovation hubs should establish partnerships with academic institutions to develop rigorous training practices, evaluation, and the development of curricula based on evidence-based practices.

At this time, partnerships with academic institutions are focused on recruitment efforts. The Virginia Beach Police Department adheres to the standards set forth by the Virginia Department of Criminal Justice Services for training practices, evaluation, and the development of curricula. In addition, the Department references materials published by professional organizations, such as Police Executive Research Forum (PERF), the Major Cities Chiefs Association (MCCA,) and the International Association of Chiefs of Police (IACP) to assist in the development of best practices.



### **5.1.3 Action Item:**

The Department of Justice should build a stronger relationship with the International Association of Directors of Law Enforcement (IADLEST) in order to leverage their network with state boards and commissions of Peace Officer Standards and Training (POST).

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Department of Justice in this endeavor.

## **5.2 Recommendation:**

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

The Virginia Beach Police Department hosts at least one Youth Police Academy, Citizen's Police Academy and Senior Citizen's Academy annually. The Youth Police Academy is open to participants 14-18 years of age. The Citizen's Police Academy is open to participants 18 years of age or older. The Senior Citizen's Police Academy is open to participants 55 years of age or older. The goal is that graduates gain a better understanding of procedures, guidelines, responsibilities, demands, personnel, equipment, policies and laws that guide the Police Department's decision-making process. The Department has benefitted from hosting the academies because participating citizens provide a unique perspective for members to learn from and provides an opportunity to build relationships with the community through this interaction.

### **5.2.1 Action item:**

The U.S. Department of Justice should conduct research to develop and disseminate a toolkit on how law enforcement agencies and training programs can integrate community members into this training process.

This action item is focused on the U.S. Department of Justice.

## **5.3 Recommendation:**

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

The Virginia Beach Police Department assigns a high value to training and employee development. All personnel receive leadership training relative to their respective roles in the agency. These include courses made available to employees by the City of Virginia Beach Department of Human Resources categorized into focus audiences: all members, pre-supervisors, new supervisors (less than two years' experience), and experienced supervisors.

In addition, the Virginia Beach Police Department has developed leadership training for all ranks via the West Point Leadership Course that has been in place since 2002 (currently taught as the IACP Leadership in Police Organizations Course) that all supervisory personnel has attended.

The Department also utilizes training opportunities external to the Department such as the Federal Bureau of Investigation's National Academy (to members annually), the Police Executive Research Forum's Senior Management Institute for Police (two members annually), the Police Executive Leadership Program sponsored by the Virginia Association of Chiefs of Police (two to four members annually). Additionally, executive leadership has access to the Police Executive Leadership Institute sponsored by the Major Cities Chiefs Association.

### 5.3.1 Action Item:

Recognizing that strong, capable leadership is required to create cultural transformation, the U.S. Department of Justice should invest in developing learning goals and model curricula/training for each level of leadership.

The Virginia Beach Police Department supports this action item and supports the efforts of the the U.S. Department of Justice in this endeavor.

### 5.3.2 Action item:

The Federal Government should encourage and support partnerships between law enforcement and academic institutions to support a culture that values ongoing education and the integration of current research into the development of training, policies, and practices.

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor.

### 5.3.3 Action Item:

The U.S. Department of Justice should support and encourage cross-discipline leadership training.

The Virginia Beach Police Department supports this action item and supports the efforts of the the U.S. Department of Justice in this endeavor.

### 5.4 Recommendation:

The U.S. Department of Justice should develop, in partnership with institutions of higher education, a national postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21st century.

The Virginia Beach Police Department supports this action item and supports the efforts of the the U.S. Department of Justice in this endeavor.



## 5.5 Recommendation:

The U.S. Department of Justice should instruct the Federal Bureau of Investigation to modify the curriculum of the National Academy at Quantico to include prominent coverage of the topical areas addressed in this report. In addition, the COPS Office and the Office of Justice Programs should work with law enforcement professional organizations to encourage modification of their curricula in a similar fashion.

The Virginia Beach Police Department supports this action item and supports the efforts of the the U.S. Department of Justice in this endeavor.

## 5.6 Recommendation:

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

While present in other States, Virginia does not have a Police Officers Standards and Training component. Police Officers in Virginia are trained to performance standards and testing established by the Virginia Department of Criminal Justice Services. The Virginia Beach Police Academy is certified as an independent academy by the Department of Criminal Justice Services. In the Virginia Beach Police Department, participation in the forty-hour Crisis Intervention Training (CIT) is based on self-selection, in accordance with the essential elements published by the Virginia Crisis Intervention Team Board. An abbreviated version is taught in the basic academy and to all officers that have not attended the full forty-hour training.

### 5.6.1 Action Item:

Because of the importance of this issue, Congress should appropriate funds to help support law enforcement crisis intervention training.

The Virginia Beach Police Department supports this action item.

## 5.7 Recommendation:

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

This recommendation is focused on the Commonwealth of Virginia's Department of Criminal Justice Services. The Virginia Beach Police Department has incorporated a variety of communications skills training classes in the basic recruit academy which is reinforced and assessed during scenario based training exercises throughout the training program.



## 5.8 Recommendation:

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

This recommendation is focused on the Commonwealth of Virginia's Department of Criminal Justice Services. The Virginia Beach Police Department has implemented the REVIVE! Program that trains officers to be prepared for, recognize, and respond to an opioid overdose emergency with the administration of Naloxone. The Department recognizes the disease of addiction and is a prominent contributor to the Governor's Task Force on Heroin and Opiate Addiction, with the Virginia Beach Police Chief serving as co-chairman. Training focusing on the disease of addiction is under consideration at this time.

## 5.9 Recommendation:

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

This recommendation is focused on the Commonwealth of Virginia's Department of Criminal Justice Services. The Virginia Beach Police Department basic recruit training and in-service training strategies includes the recommended training content regarding implicit bias and cultural responsiveness.



### **5.9.1 Action Item:**

Law enforcement agencies should implement ongoing, top down training for all officers in cultural diversity and topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.

For more than twenty five years, the Virginia Beach Police Department has supported and unwavering commitment to ongoing, top down training for all officers and all employees on cultural diversity that exceed the requirements of the Virginia Department of Criminal Justice Services and the administrative requirements of the Commission on Accreditation for Law Enforcement Agencies. This training is supported by City and Department policies that have been more inclusive of diversity than is required by federal law. This continuing curriculum has included community members over the years in both basic and in-service classes, and most recently includes the nationally popular topics on “Fair and Impartial Policing” that was provided by Dr. Lori Fridell in 2015, which includes the Legitimacy and Procedural Justice lessons of Dr. Tom Tyler.

The Department is committed to being more inclusive of community members in these types of trainings and in addition to the accomplishments of the past in including representatives from the Virginia Beach Human Rights Commission is currently working to include additional representatives from groups such as the Pastors/Leaders Roundtable (who have attended the Fair and Impartial Policing presentations), local teens who participate in the juvenile perspectives: Policing the Teen Brain classes, and others to help build trust and legitimacy within efforts and plan to incorporate their participation in future training development.

### **5.9.2 Action Item:**

Law enforcement agencies should implement training for officers that covers policies for interactions with the LGBTQ population, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment.

The Virginia Beach Police Department included a two-hour block of instruction in the Fall 2016 in-service training focused on the LGBTQ population that complimented our on-going cultural diversity curricula. The primary objective of the training is to highlight experiences unique to the LGBTQ community and the Department’s value driven response. A Department liaison for the LGBTQ population was identified and serves as a resource for the community and agency members.

By policy, our Department shall not undertake immigration-related investigations and shall not routinely inquire into the immigration status of persons encountered during police operations. Correspondingly to the recommendation, policies and training remain in place with regard to sexual harassment and misconduct.

## 5.10 Recommendation:

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

In the basic recruit academy, our Department teaches 40-hour of Constitutional Law. To maintain DCJS certification, officers must complete in-service requirements every two years. In-service training includes four hours of legal training. Subjects covered in legal training are at the discretion of the academy director. Our Department places a heavy emphasis on the First, Fourth, Fifth, and Sixth Amendments.

## 5.11 Recommendation:

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

The Virginia Beach Police Department supports this action item, recognizes the positive effect that these programs have on the quality and professionalism of police officers and departments, and supports the efforts of the U.S. Department of Justice in this endeavor. While incentives of this type were present in the 1980's and 1990's in the form of educational incentive pay and tuition reimbursement, these programs were removed. Only recently has the tuition reimbursement program returned but funding for this program has diminished significantly from the benefits available previously.

### 5.11.1 Action item:

The Federal Government should create a loan repayment and forgiveness incentive program specifically for policing.

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor.

## 5.12 Recommendation:

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

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor, and has taken steps to incorporate this training in basic recruit and in-service training strategies, to a very positive affect, for the past several years.





### **5.13 Recommendation:**

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

While the Virginia Beach Police Department has already adopted and improved field training programs in the form of the Police Officer Training strategy (a problem based learning strategy that emphasizes community policing,) the Department supports this action item and supports the efforts of the U.S. Department of Justice in this endeavor.

#### **5.13.1 Action Item:**

The U.S. Department of Justice should support the development of broad Field Training Program standards and training strategies that address changing police culture and organizational procedural justice issues that agencies can adopt and customize to local needs.

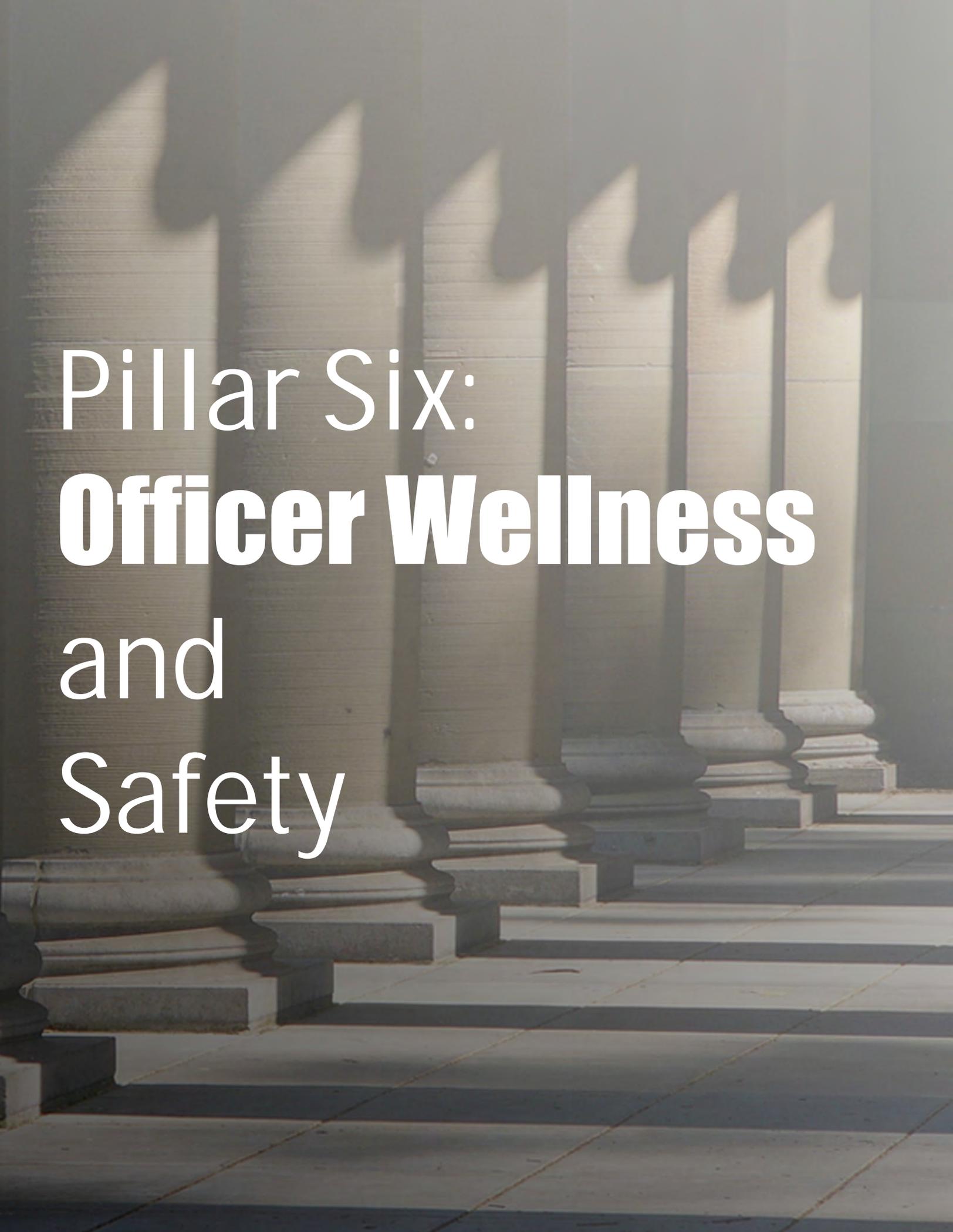
While the Virginia Beach Police Department has already adopted and improved field training programs in the form of the Police Officer Training strategy (a problem based learning strategy that emphasizes community policing,) the Department supports this action item and supports the efforts of the U.S. Department of Justice in this endeavor.

### 5.13.2 Action Item:

The U.S. Department of Justice should provide funding to incentivize agencies to update their Field Training Programs in accordance with the new standards.

While the Virginia Beach Police Department has already adopted and improved field training program in the form of the Police Officer Training strategy (a problem based learning strategy that emphasizes community policing,) the Department supports this action item and supports the efforts of the U.S. Department of Justice in this endeavor.





Pillar Six:  
**Officer Wellness**  
and  
Safety

## 6.1 Recommendation:

The U.S. Department of Justice should enhance and further promote its multi-faceted officer safety and wellness initiative.

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Department of Justice in this endeavor.

### 6.1.1 Action Item:

Congress should establish and fund a national “Blue Alert” warning system.

The Commonwealth of Virginia implemented a Blue Alert program with the enactment of Code of Virginia §52-34.7 through §52-34.9. The Virginia State Police is tasked with establishing and maintaining policies and procedures for the Blue Alert program. Our Department follows the policies and procedures set by the Virginia State Police.

### 6.1.2 Action Item:

The U.S. Department of Justice, in partnership with the U.S. Department of Health and Human Services, should establish a task force to study mental health issues unique to officers and recommend tailored treatments.

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Department of Justice in this endeavor.

### 6.1.3 Action item:

The Federal Government should support the continuing research into the efficacy of an annual mental health check for officers, as well as fitness, resilience, and nutrition.

The Virginia Beach Police Department supports this action item and supports the efforts of the Federal Government in this endeavor.





#### 6.1.4 Action Item:

Pension plans should recognize fitness for duty examinations as definitive evidence of valid duty or non-duty related disability.

The guidelines used to define duty or non-duty related disability are not under the purview of the Department.

#### 6.1.5 Action Item:

Public Safety Officer Benefits (PSOB) should be provided to survivors of officers killed while working, regardless of whether the officer used safety equipment (seatbelt or anti-ballistic vest) or if officer death was the result of suicide attributed to a current diagnosis of duty-related mental illness, including but not limited to post-traumatic stress disorder (PTSD).

The Public Safety Officer Benefits program is overseen by the Federal Government. Our Department participates in the Virginia Line of Duty program administered by the Virginia Comptroller's Office (Department of Accounts). Local public safety officers or their beneficiaries may apply for benefits from both the state and federal program.

## 6.2 Recommendation:

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

Our City Wellness Program is comprehensive and includes monetary incentive for self-initiated wellness efforts. A complete physical is provided each year and paid for by the City for all sworn members of the Department. Efforts to encourage fitness tracking have been implemented that work in conjunction with on-line wellness programs.

The City of Virginia Beach also administers a free and confidential Employee Assistance Program offering short term counseling with a licensed counselor, resources on achieving a healthy work-life balance, and access to a life coach.

### 6.2.1 Action Item:

Though the Federal Government can support many of the programs and best practices identified by the U.S. Department of Justice initiative described in recommendation 6.1, the ultimate responsibility lies with each agency.

Our Department developed the Shield of H.O.P.E (Helping Officers Perform Everyday) program to address the needs of officers with their personal and job related stressors. The focus is to communicate available resources and educate the Department on how to utilize them.

The Shield of H.O.P.E. includes:

- Peer Support - Virginia Beach Police Officers trained in assisting their fellow officers.
- Chaplains - Community Pastoral representatives who provide spiritual guidance for officers and their families.
- Employee Assistance Program (EAP) - Confidential professional counseling for emotional, family, and job concerns.
- Occupational Health Services (OHS) - City department providing medical care management and intervention for health related concerns.

Peer Support and Chaplains follow departmental policy for privacy. EAP and OHS adhere to all state and federal mandates regarding privacy and protected health information.





### 6.3 Recommendation:

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

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Department of Justice in this endeavor.

#### 6.3.1 Action Item:

The U.S. Department of Justice should fund additional research into the efficacy of limiting the total number of hours an officer should work within a 24–48-hour period, including special findings on the maximum number of hours an officer should work in a high risk or high stress environment (e.g., public demonstrations or emergency situations).

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Department of Justice in this endeavor.

### 6.4 Recommendation:

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

Our Department equips each patrol vehicle with a tactical first aid kit. Each officer is issued an anti-ballistic vest. The vests are replaced every five years.

### 6.4.1 Action Item:

Congress should authorize funding for the distribution of law enforcement individual tactical first aid kits.

In addition to the tactical first aid kits in each patrol vehicle, the Department provides each officer with a combat application tourniquet. Officers are authorized to use the tourniquet on citizens. The Virginia Beach Police Department has successfully deployed the tourniquet on citizens providing critical life-saving skills prior to the arrival of emergency medical services.

### 6.4.2 Action Item:

Congress should reauthorize and expand the Bulletproof Vest Partnership (BVP) program.

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Congress in this endeavor. If reauthorized, the Virginia Beach Police Department will apply to participate in the Bulletproof Vest Partnership program.

## 6.5 Recommendation:

The U.S. Department of Justice should expand efforts to collect and analyze data not only on officer deaths but also on injuries and “near misses.”

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Department of Justice in this endeavor. The Virginia Beach Police Department follows the reporting guidelines outlined by the Virginia State Police and the Federal Bureau of Investigation.





## 6.6 Recommendation:

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

By policy, The Virginia Beach Police Department requires the use of safety belts when operating any Department vehicle, unless said vehicle is exempt from such laws. The use of safety belts is reiterated in annual training and by posters hung in the work area. The posters feature Department personnel in patrol vehicles wearing safety belts. By policy, all officers assigned to a uniform patrol function are required to wear their anti-ballistic vests unless they receive permission to not wear it or their duties are administrative in nature. All officers not assigned to a uniform patrol function are encouraged to wear their anti-ballistic vest. During firearms training, all officers are required to wear their anti-ballistic vest.

## 6.7 Recommendation:

Congress should develop and enact peer review error management legislation.

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Congress in this endeavor.

## 6.8 Recommendation:

The U.S. Department of Transportation should provide technical assistance opportunities for departments to explore the use of vehicles equipped with vehicle collision prevention “smart car” technology that will reduce the number of accidents.

The Virginia Beach Police Department supports this action item and supports the efforts of the U.S. Department of Transportation in this endeavor.







