




ARLINGTON COUNTY POLICE DEPARTMENT DIRECTIVE MANUAL

Chapter: 3 Organization & Administration	Effective Date: January 13, 2021	Amends/Supersedes: July 13, 2018 April 4, 2017 March 1, 2005	By Authority of the Acting Chief of Police  Charles A. Penn
Accreditation Standard(s): ADM.07.03, ADM.07.04			

300.00 ORGANIZATION & ADMINISTRATION

300.05 Organizational Structure and Rank – The Arlington County Police Department has an organizational structure that consists of three divisions and various sections.

- The commander of a division is an officer with the designated rank of Deputy Chief.
- The commander of a section is an officer with the designated rank of Captain.
- The designated rank or job title of supervisors for units, offices, teams and programs vary, depending upon the function or activity.
- Each organizational unit is under the command of only one supervisor.

300.10 Organizational Charts – The Chief of Police administers the department through three Deputy Chiefs, who respectively command the three divisions:

- Operations Division
- Criminal Investigations Division
- Systems Management Division

With certain exceptions, all sections, units, offices, and programs are assigned to one of these divisions. The aforementioned exceptions include the Office of Professional Responsibility, Public Safety Information Technology, and the Media Relations & Public Affairs Office all of which are organizationally assigned directly to the Office of the Chief.

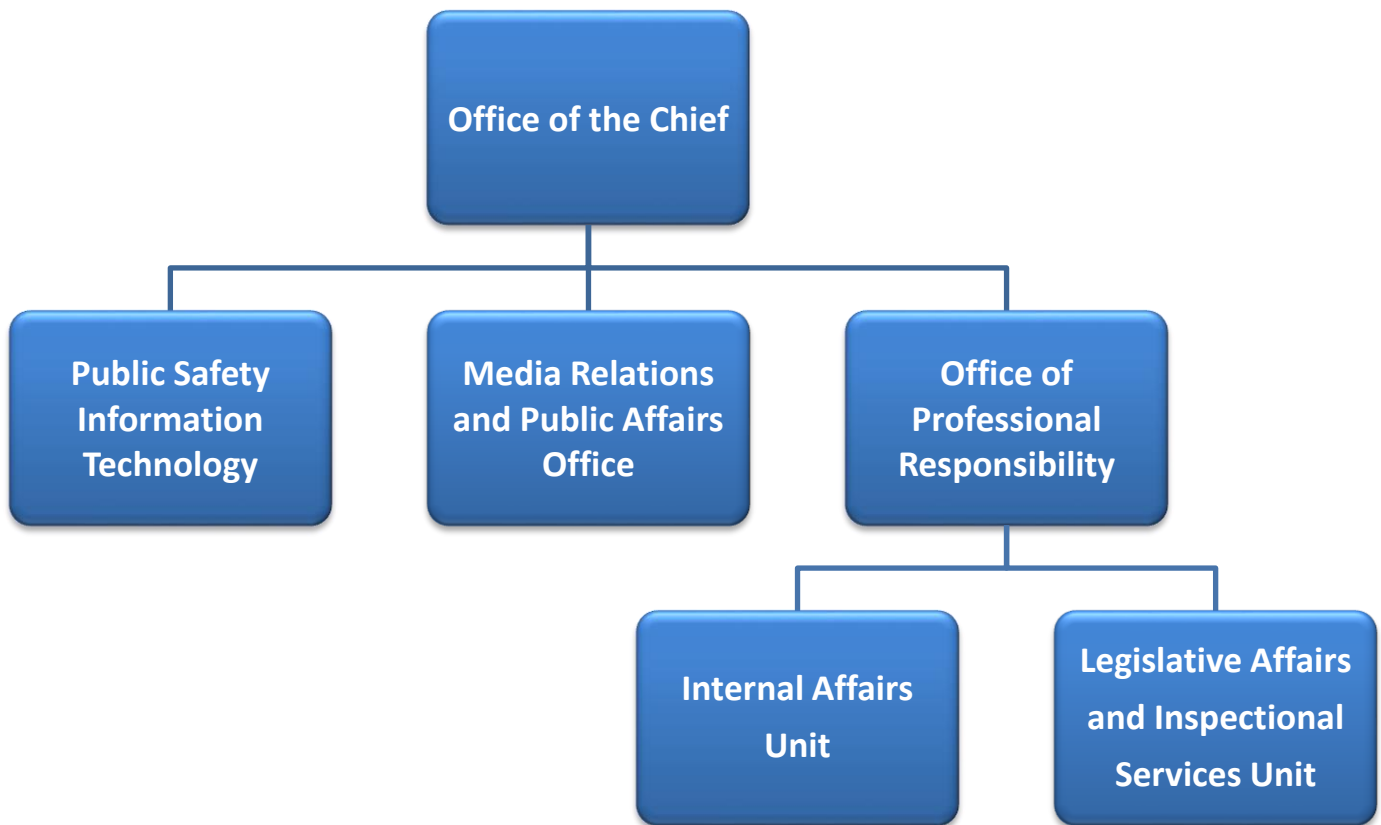
The organizational charts that follow depict administrative responsibilities and the typical flow of communication within the department:

- Executive Organizational Chart.
- Office of the Chief Organizational Chart.
- Operations Division Organizational Chart.
- Criminal Investigations Division Organizational Chart.
- Systems Management Division Organizational Chart.

Executive Organizational Chart



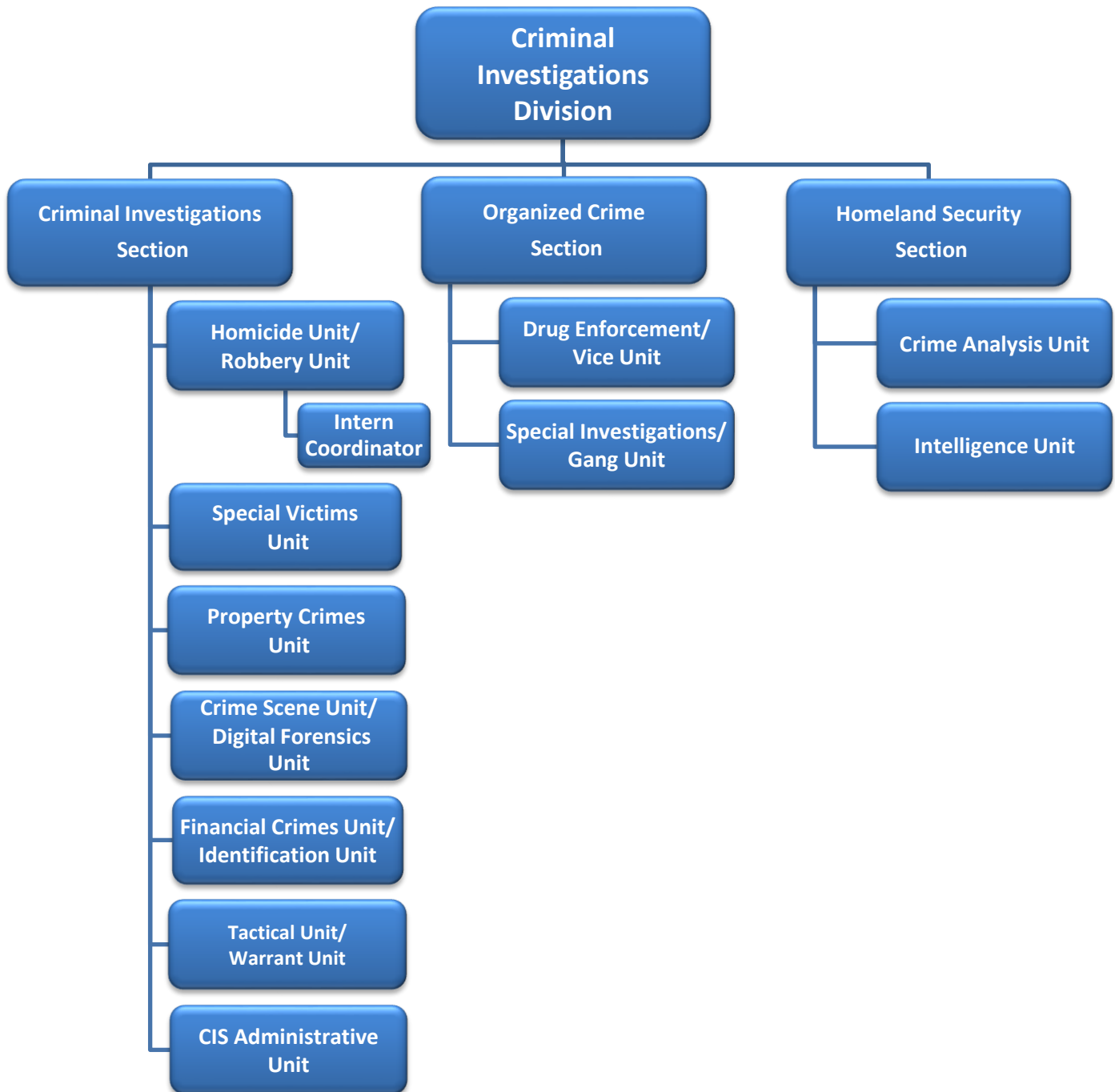
Office of the Chief Organizational Chart



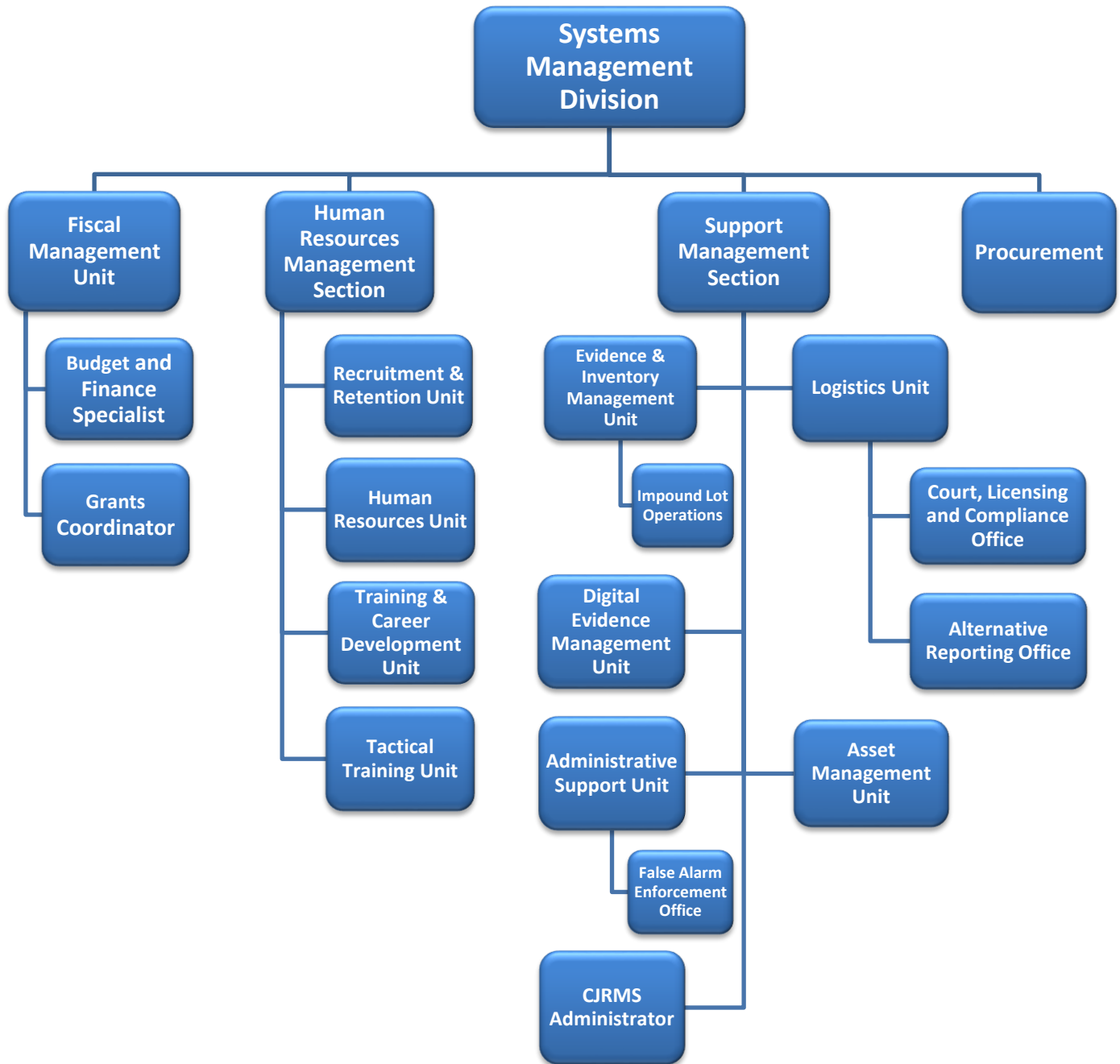
Operations Division Organizational Chart



Criminal Investigations Division Organizational Chart



Systems Management Division Organizational Chart



- 300.15 Chief of Police (Selection and Authority)** – The Chief of Police is appointed by and directly answerable to the County Manager. The Chief of Police is the chief executive officer of the department, and the final authority in all matters of policy, operations, and discipline. The Chief of Police exercises all lawful powers vested in the office and issues all lawful orders necessary to assure the effective performance of the department and its employees.
- 300.20 Responsibilities of the Chief of Police** – The Chief of Police is responsible for the enforcement of all laws and ordinances coming within the County's legal jurisdiction and for planning, directing, coordinating, controlling, budgeting and staffing all activities of the department, as well as the enforcement of rules and regulations within the department. The Chief of Police completes and submits all reports as required by law or requested by the County Manager.
- 300.25 Acting Chief of Police** – In their absence, an Acting Chief of Police will be designated by the Chief of Police or the County Manager. Such assignment will remain in effect during the absence of the Chief of Police, or for the time specified. The person assuming command shall have all the power and responsibility of the Chief of Police, except in the following instances, unless specifically authorized by the Chief of Police or the County Manager: (1) Selection and appointment of new personnel, (2) Dismissals, promotions, or demotions, (3) Modification of rules, regulations, or department policies in non-emergencies.
- 300.30 Executive Staff** – The executive staff consists of the Chief of Police and the Deputy Chiefs of Police, also known as Division Commanders. These Commanders, in consultation with other command staff members, decide the policies of the department and ensure that all divisions, sections, units, offices, teams, and programs coordinate activities in order to promote greater efficiency in accomplishing objectives of the department. Division Commanders are also accountable for the performance of employees under their immediate control.
- 300.35 Command Staff** – The command staff consists of members of the Executive Staff and Captains. Subject to direction from higher authority, members of the command staff have direct control over all employees and/or activities within their command, are accountable for the performance of employees under their immediate control and accomplishing all goals and objectives of the department.
- 300.40 Command Staff Responsibilities** – In addition to the general and individual responsibilities of all employees, command staff personnel are responsible for:
- Providing leadership, mentoring, guidance, and caring for the needs of the people under their command.
 - Directing and guiding the personnel under their command to assure the proper performance of duties and adherence to rules, regulations, policies and procedures and providing for continuation of instruction and supervision in their absence.
 - Developing challenging key elements and performance standards for employees under their direct supervision.
 - Facilitating and maintaining high morale and loyalty to the department and promoting harmony and cooperation with other divisions, sections, units, offices, teams, and programs of the department.
 - Encouraging and counseling employees on their job performance.

- Maintaining discipline, and investigating certain complaints involving personnel under their command.
- Initiating proper action in cases not regularly assigned to their command if a delay in informing the proper authority might result in failing to perform a police duty.
- Incorporating the County and department principles into the workings of the department wherever possible.
- Preparing correspondence and reports; maintaining records relating to the activities of their command; and assuring that information is communicated up and down the chain of command.
- Assuring that equipment, supplies and materials are appropriately used and maintained.

300.45 Deputy Chief of Police – A Deputy Chief of Police reports directly to the Chief of Police and is in command of a division. The Deputy Chief of Police or designee shall supervise and be responsible for all police functions and designated responsibilities assigned or implied to the division.

300.50 Captain – A Captain or designee shall be responsible for all activities of a specific section or department function. In addition to the general and individual responsibilities of all employees, a Captain is responsible for:

- Providing leadership and preserving the general good order of their command at all times to include proper care, discipline, conduct, welfare, training, mentoring and efficiency.
- Preparing and communicating all orders or other information at roll call or meetings, inspecting, correcting, and commending employees under their supervision as necessary.
- Investigating certain complaints against personnel under their command.
- Evaluating employee performance.
- Preparing reports and records as required.
- Performing as Division Commander when directed.

300.55 Supervisory Officers – Supervisory officers consist of Lieutenants and Sergeants and are in charge of one or more persons or a program. Supervisory officers are accountable for the performance of employees under their immediate control. In addition to the general and individual responsibilities of all employees, a supervisory officer is responsible for:

- Having a working knowledge of the duties and responsibilities of employees under their supervision.
- Developing key elements and performance standards for employees under their direct supervision.
- Directing the activities of employees under their supervision in order to encourage professional growth.
- Helping employees to understand and share the department's vision.
- Incorporating the County's and department's principles into the workings of day-to-day operations wherever possible.
- Commending personnel for good work and ensuring this information is provided to others as necessary.

- Exercising direct command in a way that assures the good order, conduct, discipline and efficiency of employees under their supervision.
- Observing public contacts by employees under their supervision and being available to assist or instruct the employees under their supervision.
- Counseling employees on their job performance.
- Inspecting activities, personnel and equipment under their supervision and initiating corrective action when necessary.
- Investigating certain types of complaints.
- Responding to emergencies or calls of major consequence.
- Ensuring compliance with department policies and procedures.
- Soliciting comments from employees to enhance the quality of service delivery.

300.60 Acting Patrol or Section Commander – In the absence of the Patrol or Section Commander, an Acting Patrol or Section Commander will be designated by the Patrol or Section Commander or the Division Commander. Such assignment will remain in effect during the absence of the Patrol or Section Commander or for the time specified. The person assuming command shall have all the power and responsibility of the Patrol or Section Commander.

300.65 Watch Commander – A Watch Commander is on duty 24-hours per day, seven days a week. The Watch Commander holds the rank of Lieutenant and is assigned to a Patrol Section Commander. In their absence, and with approval from the Patrol Commander, the Watch Commander may hold the rank of first Sergeant. The Watch Commander is responsible for all operational activities during a given watch, unless relieved by a higher-ranking officer.

300.70 Delegated Authority – The duties or assignments of command staff or a supervisory officer may be delegated to a supervisor of lesser rank. However, the overall responsibility for completion of those duties remains with the command staff or supervisory officer delegating the duties. Each employee of this department is vested with the authority and responsibility to make decisions necessary to accomplish the assigned task. Each employee is accountable for the use of such delegated authority.

300.75 Immediate Supervision – To achieve effective direction, coordination, and control, the number of employees under the immediate control of a supervisor shall not be excessive. Under normal day-to-day operations, a first line supervisor should not supervise more than 15 employees. At higher levels in the organization, the number of employees would typically be less. The maximum number of employees under the supervision of each supervisor will be at the discretion of the Chief of Police or the Deputy Chief of Police of each division within the department. Each organizational component shall be under the direct command of only one supervisor and each employee shall be accountable to only one supervisor at any given time.

300.80 Emergency Command – In an emergency that requires action under a single command, all personnel and equipment of the department will be under the personal command of the Chief of Police, or the Acting Chief of Police. In the absence of the Chief of Police, the responsibility for the effective operation of the department shall be established under the Continuity of Operations Command which is in order of seniority from Deputy Chief to Captain, unless otherwise specified by the Chief of Police.

300.85 Command Protocol – In normal day-to-day operations, command protocol shall parallel the chain of command unless otherwise specified within this section of the manual. Command staff who are going to be absent from their command for a temporary amount of time shall name a designated commander during their absence. This information will be provided to the following:

- The Chief of Police.
- The respective division commander.
- All employees under their command.

In certain situations, (e.g. extended absences), the designated commander may be named by the Chief of Police. Unless specified differently elsewhere, the commander of a situation involving employees of different functions engaged in a single operation shall be the commander whose assignment is most closely related to the situation.

300.90 Non-sworn Supervisor – A non-sworn supervisor is in charge of one or more persons or a program and is accountable for the performance of employees under their immediate control. In addition to the general and individual responsibilities of all employees, a non-sworn supervisor is responsible for the same elements listed in section 300.55 of this directive titled *Supervisory Officers*.

310.00 Office of the Chief – The Office of the Chief consists of the department's chief executive officer (Chief of Police) and subordinate units that are not assigned to a division.

310.10 Public Safety Information Technology (PSIT) – PSIT is responsible for all technology operations for Arlington County Public Safety departments. Their responsibilities include hardware, software and applications operations. The PSIT also provides user support to employees of the Police Department, Fire Department, Sheriff's Office, and Office of Emergency Management. The PSIT is overseen by a civilian manager who reports to and receives direction from the PSIT Governance Board. The PSIT Governance Board is comprised of the following individuals:

- Deputy County Manager
- County Information Officer
- Chief of Police
- Fire Chief
- Sheriff
- Director of the Office of Emergency Management
- Director of the Department of Management and Finances
- Director of Human Resources
- Public Health Division Chief

310.20 Media Relations and Public Affairs Office

- Functions as the official spokesperson for the department.
- Prepares and distributes the *Daily Crime Report* and/or *Information Sheet*, to include summaries of police reports, administrative announcements, and similar items of information.
- Produces communication writing to include press releases, publications, marketing tools, and educational information.
- Responds to active police scenes and provides public safety information to the media.

- Receives and responds to information requests from the news media and the public.
- Initiates media coverage of the Police Department to highlight efforts, accomplishments, and/or investigative updates.
- Establishes and maintains effective working relationships with members of the press and those interested in the ACPD's activities and performance.
- Manages the department's social media as an avenue to engage and interact with the public.
- Represents the department on the Arlington County Crime Solvers Board.

310.30 Office of Professional Responsibility (OPR) – The Office of Professional Responsibility reports directly to the Chief of Police and consists of the Internal Affairs Unit and the Legislative Affairs and Inspectional Services Unit. Its activities include managing the administrative functions of the Chief's Office, assisting in internal investigations, coordinating reviews such as command vehicle inspections, project prioritization, assignment and follow-up, event planning, and other special projects as assigned by the Chief of Police.

310.31 Internal Affairs Unit (IAU) – The Internal Affairs Unit is responsible for recording, registering and controlling the investigation of alleged or suspected misconduct within the department; conducting other investigations assigned by the Chief of Police and maintaining the confidentiality of Internal Affairs Unit investigations and records. The Internal Affairs Unit is also responsible for the coordination of grievance procedures, and the maintenance, control, and annual analysis of grievance records as well as the facilitation and maintenance of records related to civil subpoenas and requests for information under the Virginia Freedom of Information Act.

310.32 Legislative Affairs and Inspectional Services Unit (LAISU) – The LAISU's primary function includes monitoring and participating in the Virginia General Assembly's legislative process and interacting with County government on matters related to policy and/or the enactment or amendment of local ordinances that could impact the department. Additionally, the Legislative Affairs and Inspectional Services Unit:

- Performs or coordinates the development, revision, and dissemination of Manual directives, special orders, standard operating procedures, and similar documents relating to department policy and procedure.
- Conducts internal inspections and audits.
- Manages the accreditation process.
- Oversees the development and administration of the Strategic Management Plan.
- Conducts research on a variety of issues relevant to law enforcement.
- Participates in regional law enforcement planning organizations.
- Administers the PowerDMS document management system.
- Maintains the department's inter-agency agreements.

320.00 Operations Division – The commanding officer of the Operations Division is a Deputy Chief who reports directly to the Chief of Police. This division is responsible for 24-hour police patrol, providing coordination and training for the Field Training Officer (FTO) program, community policing, school resource officers, crossing guards, special operations, traffic and parking enforcement, and auxiliary officers. The Operations Division consists of the Patrol, Special Operations, Community Resources, Operational Support, and Tactical Operations Sections.

320.10 Patrol Sections – Patrol Commanders perform administrative and disciplinary oversight over their respective watches, and report to the Deputy Chief of the Operations Division. Patrol Commanders retain specific oversight regarding:

- Leave and payroll activities.
- Performance appraisals.
- Disciplinary investigations and related personnel actions.
- Employee counseling.
- Unit-level training.
- Maintenance of equipment.
- General supervision.
- Field Training Officer Program

To properly discharge these responsibilities, Patrol Commanders shall periodically work the same hours as their assigned watch and shall observe the watch in the field. When performing this duty, Patrol Commanders may assume the position of Watch Commander, in place of the Lieutenant normally assigned to that function.

320.20 Special Operations Section (SOS) – The Commander of the Special Operations Section (SOS) is responsible for the administration and operation of the Transportation Safety Unit, Public Service Aide Unit, the Crossing Guard Unit and the Photo Red Light Program. The SOS Commander reports to the Operations Division Commander.

320.21 Transportation Safety Unit – The Transportation Safety Unit is responsible for enforcing traffic laws and directing traffic at crashes, intersections, parades, and community functions. The unit also performs other duties consistent with their specialized responsibility, such as motor carrier inspection, traffic analysis, dignitary protection, and escort details. Motorcycle officers are assigned to this unit. The Lieutenants of this unit reports to the section commander.

320.22 Public Service Aide Unit – The Public Service Aide Unit is responsible for enforcing parking ordinances and assisting in the school crossing guard function. The unit also performs other non-law enforcement duties during special events and functions as directed by the section commander. The Sergeant of this unit reports to the Special Events Lieutenant.

320.23 School Crossing Guard Unit – The School Crossing Guard Unit is responsible for providing vehicular and pedestrian traffic control at designated locations to promote maximum safety in the movement of children to and from school. The unit also performs other non-law enforcement duties during special events as directed by the section commander. The supervisor of the unit is a civilian who reports to one of the Transportation Safety Unit Lieutenants.

320.24 Photo Red Light Program – The Photo Red Light Program is part of the SOS and is responsible for the digital video camera system that records violators as they approach and travel through a red-light intersection in the County. When a camera is activated by a violation, notices will be mailed to the registered owner. If the violation is contested, a special police officer assigned to the SOS will review the appeal and review all contested citations a second time. At that time, a determination is made whether enough evidence exists to move the case forward for adjudication by the court. If evidence does not exist, the citation is dismissed, and the owner notified. The SOS will be responsible for presentation of contested cases in court. The program's non-sworn member reports to one of the Transportation Safety Unit Lieutenants.

- 320.30 Community Resources Section** – The Community Resources Section consists of the School Resources Officer Unit and the Community Outreach Unit both of which actively and directly engage the community in order to prevent and resolve quality of life issues on campus, and in residential and commercial areas.
- 320.31 School Resource Officer Unit (SRO)** – The School Resource Officer Unit is comprised of officers who work in the County’s public and parochial schools, educating students regarding good citizenship, personal ethics and responsibility, the importance of obeying the law, and the role of police in society. In order to deter juvenile delinquency, SROs sponsor school activities, provide guidance and counseling, and participate in mentoring programs, SROs coordinate the Safety Patrol Program, conduct preliminary investigations of crimes occurring on school property, and take appropriate actions to protect the school community.
- 320.32 Community Outreach Unit** – The Community Outreach Unit works as a liaison between the public and the police department to identify and resolve quality of life issues through the coordination of community resources and by working collaboratively with business improvement districts and civic and citizen associations to resolve their concerns.
- 320.40 Operations Support Section** – The Operations Support Section consists of the Auxiliary Police Unit, Business Outreach Unit, LGBTQ+ Liaison Team, the Office of Emergency Management Liaison, and the Department of Human Services Liaison.
- 320.41 Auxiliary Police Unit** – Auxiliary Police Officers are sworn unarmed volunteers that may be called into service by the chief of police in times of public emergency, if there are insufficient numbers of regular officers available for duty, or at any time for training.
- 320.42 Business Outreach Unit** – The Business Outreach Unit focuses on establishing relationships within the business community in an effort to improve communications and address public safety concerns. This unit is also responsible for the Arlington Restaurant Initiative (ARI) a collaborative approach between government agencies and businesses, to improve the strategies and standards of establishments serving alcohol while building positive community relations, reducing crime and recognizing responsible businesses.
- 320.43 LGBTQ+ Liaison Team** – The LGBTQ+ Liaison Team is comprised of volunteer officers who provide liaison services to the LGBTQ+ communities. The team also serves as a training and advisement resource for the department where LGBTQ+ issues are concerned. Each team member is officially assigned to another component of the department and performs LGBTQ+ Liaison Team functions in addition to their regularly assigned duties. The team is directed by a coordinator assigned by the Chief of Police.
- 320.44 Department of Human Services (DHS) Liaison** - This position is staffed by a Lieutenant and is a collaborative partnership between the Police Department and the Department of Human Services (DHS) to bring about improved outcomes for individuals affected by mental illnesses or suffering a crisis, by connecting them to mental health programs and services and diverting them away from the criminal justice system whenever possible.
- 320.45 Office of Emergency Management (OEM) Liaison** – This position is staffed by a Lieutenant and is a collaborative partnership between the Police Department and the Office of Emergency Management to ensure a coordinated effort in emergency preparedness and response capabilities.

- 320.50 Tactical Operations Section (TOS)** – The Tactical Operations Section consists of the Emergency Response Team, the Civil Disturbance Team, Hazardous Incident Response Group, and the Canine Unit. Each component of the TOS specializes and trains for a specific law enforcement mission and are generally deployed during high risk incidents. The commander of this section reports directly to the Deputy Chief of the Operations Division.
- 320.51 Emergency Response Teams (ERT)** – The Emergency Response Teams consist of the Special Weapons and Tactics (SWAT) Team, the Tactical Operations Center (TOC), and the Crisis Negotiation Unit (CNU). The SWAT Team contains situations and resolves incidents involving barricaded persons, hostages, snipers or ambushes, provides support during other high-risk operations, and when requested, assists with serving search/arrest warrants involving potentially violent situations. The TOC gathers intelligence and briefs the SWAT Team prior to deployments and is involved in logistics and communications support as well. The CNU conducts negotiations involving hostages or barricaded persons. The assistant SWAT and CNU commanders are Lieutenants and the TOC lead is a Sergeant or Lieutenant appointed by the Chief of Police, after consulting with the TOS Commander. (See Manual directive 537.04 *Emergency Response Team*.)
- 320.52 Civil Disturbance Unit** – The Civil Disturbance Unit (CDU) consists of personnel with additional training in effectively managing all types of gatherings/demonstrations. The objective of the CDU is to provide an additional tool for the police department to respond to demonstrations and civil unrest in a safe, efficient and effective manner. The assistant CDU commander is a Lieutenant appointed by the Tactical Operations Section (TOS) Commander in conjunction with the Deputy Chief of Operations.
- 320.53 Canine Unit** – The Canine Unit is administratively assigned to the Tactical Operations Section but serves the entire Operations Division (see Manual directive 537.06 *Canine Patrol* for additional duties.)
- 320.54 Hazardous Incident Response Group** - The Hazardous Incident Response Group consists of specially trained personnel with expertise in the prevention, detection, and response to incidents involving chemical, biological, radiological, nuclear, and explosive (CBRNE) threats. The members of this group assist in the handling of both criminal and non-criminal hazardous substance releases and investigations, as well as coordinating CBRNE prevention and response planning for large events and operations. Personnel assigned with this group work in close coordination with the Criminal Investigations Division and the Arlington County Fire Department.
- 330.00 Criminal Investigations Division (CID)** – The commanding officer of the Criminal Investigations Division is a Deputy Chief who reports directly to the Chief of Police. This division consists of the Criminal Investigations Section, the Organized Crime Section, and the Homeland Security Section.
- 330.10 Criminal Investigations Section (CIS)** – The Criminal Investigations Section consists of the following units - Homicide/Robbery Unit, Special Victims Unit, Property Crimes Unit, Crime Scene/Digital Forensics Unit, Financial Crimes/Identification Unit, Tactical/Warrant Unit, and the CIS Administrative Unit. Detectives are responsible for the successful investigation of felonies, serious misdemeanors, and other selected incidents and for identifying, apprehending, interviewing, and preparing cases for successful prosecution. The commander of this section reports to the Division Commander. The Lieutenants of each unit within CIS report to the Section Commander.

- 330.11 Homicide/Robbery Unit** – The Homicide/Robbery Unit is responsible for the preliminary and follow-up investigation of all homicides and has investigative responsibility of other death cases; assaults, (other than domestic violence); robberies; malicious wounding, extortions, weapons firing offenses and brandishing, assault and battery on police officers, missing persons, and other crimes against persons.
- 330.12 Special Victims Unit (SVU)** – The Special Victims Unit investigates domestic violence cases, child abuse complaints, and all sex crimes perpetrated against adult and juvenile victims, to include rape, carnal knowledge, sodomy, object penetration, aggravated sexual battery, indecent liberties, indecent exposure, peeping tom, enticement cases as well as stalking and harassing communications. The unit also participates in the *Internet Crimes Against Children (ICAC)* Task Force which conducts undercover child exploitation and child sexual abuse investigations by means of the internet. Members of the unit that conduct these undercover investigations must be trained and certified in the appropriate investigative methods. Additionally, the unit shares information, makes referrals, coordinates its activities, with other groups and agencies such as the Commonwealth's Attorney's Office, Child Protective Services, Arlington Victim/Witness Program, Juvenile and Domestic Relations District Court, probation and parole, and the Virginia State Police Sex Offender and Crimes against Minors Registry program.
- 330.13 Property Crimes Unit** – The Property Crimes Unit conducts follow-up investigations of crimes against property including residential and commercial burglaries, auto thefts and recoveries, certain larcenies, arsons, and other crimes involving property which are not within the scope of any other unit. Additionally, this unit coordinates the administrative and enforcement functions pertaining to pawn shops and secondhand dealers and processing of all handgun purchase applications.
- 330.14 Crime Scene/Digital Forensics Unit** – The Crime Scene Unit is responsible for assisting investigators in identifying, documenting, collecting and preserving evidence at major crime scenes including, but not limited to homicides, suicides, sexual assaults, armed robberies, shootings and suspicious deaths. The Lieutenant assigned to this unit is also in charge of the Digital Forensics Unit which is responsible for assisting personnel with the seizure, storage, recovery, and analysis of computer equipment and magnetic or electronic storage devices or media.
- 330.15 Financial Crimes/Identification Unit** – The Financial Crimes Unit is responsible for investigating embezzlement, forgery and uttering, computer crimes, credit card and bank fraud, counterfeit currency, identity theft, false pretense, failure to pay for services rendered, and related crimes. The Lieutenant assigned to this unit is also in charge of the Identification Unit. The Identification Unit is responsible for comparing latent print evidence in criminal cases, performing other miscellaneous, technical and laboratory functions, maintaining latent print and photographic files (e.g., mug shots) and providing technical expertise to field units where the collection and processing of physical evidence is concerned. Identification personnel are required to give court testimony relating to procedures and results. Employees are members of the *Northern Virginia Regional Identification System (NOVARIS)* and conduct inquiries in the Commonwealth of Virginia's *Automated Fingerprint Identification System (AFIS)*.

- 330.16 Tactical/Warrant Unit** – The TAC Unit performs a wide variety of intelligence and crime suppression activities, as well as assorted undercover and surveillance operations based upon the investigative and operational needs of the department. The Lieutenant assigned to this unit is also in charge of the Warrant Unit, which handles warrants and summonses obtained or received from any source. They are responsible for the apprehension of persons with outstanding warrants in Arlington, or in any other jurisdictions for which a warrant has been issued. The Warrant Unit is also responsible for coordinating the extradition of subjects wanted in Arlington County.
- 330.17 Criminal Investigative Section Administrative Unit** – The CIS Administrative Unit performs clerical and administrative duties in support of CIS staff.
- 330.20 Organized Crime Section** – The Organized Crime Section (OCS) is responsible for conducting investigations into violations of narcotics and dangerous drug laws, vice crimes, and gang related crimes/activity and for collaborating with local, state, and federal agencies during the course of more complex investigations. This section consists of the Drug Enforcement/Vice Unit and the Special Investigation/Gang Unit. The Commander of this section reports to the Deputy Chief of the Criminal Investigations Division.
- 330.21 Drug Enforcement/Vice Unit** – The Drug Enforcement Unit is responsible for investigating drug-related offenses and enforcing narcotic laws. The Lieutenant assigned to this unit is also in charge of the Vice Unit and it is responsible for investigating vice-related incidents; enforcing laws pertaining to bookmaking, gambling, obscenity, pandering, prostitution and commercialized sex.
- 330.22 Special Investigations/Gang Unit** – The Special Investigations Unit is responsible for the use and maintenance of equipment/tools for surveillance and documentation purposes during investigations or intelligence gathering. Members of this unit also serve on various regional committees and task forces related to narcotics investigations, prescription fraud, and money laundering. The Lieutenant assigned to this unit is also in charge of the Gang Unit which performs gang intelligence, suppression, and education activities, as well as surveillance operations.
- 330.30 Homeland Security Section** – The Homeland Security Section reports directly to the Deputy Chief of the Criminal Investigations Division. The section is divided into the Crime Analysis Unit and the Intelligence Unit and functions to collect, organize, consolidate and disseminate terrorism related intelligence acquired within or that directly affects Arlington County; provides a sworn representative to the Joint Terrorism Task Force (JTTF); serves as a liaison with various federal, state, local, and private agencies in terrorism related matters; provides training to sworn personnel on the investigation and documentation of individuals on the *Terrorist Screening Center* watch list or individuals suspected of terrorism related activities; and provides investigative assistance related to bomb threats and terrorism related matters.
- 330.31 Crime Analysis Unit** – The Crime Analysis Unit reviews all police case reports and field investigations (FI); performs daily crime analysis using those reports and disseminates the findings to affected commands. It provides analytical reports and maps to other members of the department, as well as to the public and other law enforcement agencies. Maintains relationships with state, local and Federal agencies to promote information sharing. Additionally, the unit collects, organizes, analyzes, maintains and disseminates information concerning specific crimes, criminal activity and/or terroristic threats in order to help the department and its law enforcement partners prevent, prepare, manage, and respond to criminal threats directed at the community.

- 330.32 Intelligence Unit** – The Intelligence Unit monitors, analyzes, and develops intelligence by mining online resources including social media communication activity. Social media investigations include evidence collection, location of suspects, and criminal network identification, and advance warning of events that could require a police response. All actionable intelligence is communicated to the appropriate criminal investigator and/or patrol sections.
- 340.00 Systems Management Division** – The commanding officer of the Systems Management Division is a Deputy Chief who reports directly to the Chief of Police. This division is responsible for various management, operational, and technical activities and consists of the Fiscal Management Unit, Procurement, Human Resources Management Section, and the Support Management Section.
- 340.10 Fiscal Management Unit (FMU)** – The FMU provides services in five key areas:
- Budget Development - Prepares the department's fiscal year and line item budgets, monitors the Capital Improvement Program, works with Human Resources for position control, works closely with the Organized Crime Section regarding seized assets management, maintains contact or liaison with other County agencies and outside organizations or vendors in reference to fiscal or budget matters.
 - Revenue Accounting – Monitors expenses and revenues.
 - Payment – Prepares all accounting transactions, reviews travel, training, and purchase card expenses. Employees assigned to the FMU report directly to the Deputy Chief of the Systems Management Division.
 - Special Financial Projects – Prepares the department's audit and reimbursement packages for task forces and special details.
 - Grants – Seeks out funding opportunities, submits applications, ensures compliance with all grant program requirements, completes financial/programmatic reports, manages grant funded equipment, and completes close-out requirements.
- 340.20 Procurement** – The procurement specialist initiates the department's contractual needs, monitors the department's contracts, works with County Purchasing on contract renewals, reviews and validates the department's requirements for goods and services.
- 340.30 Human Resources Management Section** – The commander of this section, which is comprised of the below-listed units, reports to the Deputy Chief of the Systems Management Division.
- 340.31 Human Resources Unit** – The Human Resources Unit is responsible for:
- Maintaining personnel and pay records.
 - Reporting time and attendance.
 - Disseminating information regarding employee benefits.
 - Completing required forms.
 - Performing scheduled workload assessments and manpower allocation studies.
 - Maintaining liaison with the County government's personnel officials on personnel, recruitment, and pay matters.
 - Administration of off-duty employment.

340.32 Recruitment and Retention Unit – The Recruitment Unit conducts pre-employment character and background investigations. Additionally, this unit sets and monitors the department's targeted hiring goals.

340.33 Training and Career Development Unit

- Maintains training records and certifications for all sworn staff.
- Develops and implements training programs for recruits and in-service personnel.
- Provides career track courses for sworn officers.
- Works with the regional training facility (Northern Virginia Criminal Justice Training Academy).
- Establishes EVOC/MEVO curriculum to improve driving skills of staff.

340.34 Tactical Training Unit (TTU) – The Tactical Training Unit is responsible for firearms and related training of all sworn officers. Additional responsibilities include working to improve firearms qualifications for the department and linking all tactical training (e.g., firearms, control tactics, Taser and tactical preparedness) in order to enhance the decision-making and technical skills of officers.

340.40 Support Management Section – The commander of this section is a Captain and oversees the Evidence & Inventory Management Unit, Digital Evidence Unit, Asset Management Unit, Logistics Unit, and Administrative Support Unit. The commander reports to the Deputy Chief of the Systems Management Division.

340.41 Evidence & Inventory Management Unit – The Evidence & Inventory Management Unit responsibilities includes, requisitioning, custody, control, and disposition of property, equipment and evidence entrusted to the department. This unit issues uniforms and supplies to employees and maintains various department contracts and also ensures the chain of custody for evidence through proper security measures as directed by department policy and standard operating procedures.

The Evidence & Inventory Management Unit is also responsible for directing all activities of the Impound Lot, including the disposal of impounded vehicles and bicycles not retrieved by owners, and administering the department's contract for towing services. This office sends notice letters to owners or lien holders whose vehicle is in custody. Records of vehicles, which have been towed/released or impounded, tow lists and financial records pertaining to auctioned or salvaged vehicles are all maintained by this office. This office also assists in resolving citizen questions and problems regarding impounded vehicles or storage. The commander of this unit is a Lieutenant and reports to the Support Management Section Commander.

340.42 Digital Evidence Management Unit - The unit manages the department's cloud-based digital evidence management system (DEMS), which provides officers, supervisors, and command staff the ability to upload, manage, review, share and process digital evidence captured by body worn cameras, in-car cameras, and interview room cameras. The commander of this unit is a Lieutenant and reports to the Support Management Section Commander.

340.43 Asset Management Unit - The Asset Management Unit is responsible for ensuring the readiness of all departmental vehicles and for coordinating repairs and tracking vehicle maintenance.

340.44 Administrative Support Unit (ASU) – The Administrative Support Unit assists the community and other organizations by providing information regarding police department services and resources. Other responsibilities include:

- Serves as the department's repository for incident reports, traffic crash reports, investigative reports, arrest records, and parking tickets.
- Disseminates incident reports, traffic crash reports, investigative reports, and arrest records in accordance with established procedures.
- Performs data entry services for the department's Law Enforcement Records Management System (LERMS).
- Reports criminal and non-criminal incident information to the Virginia State Police under the National Incident Based Reporting System (NIBRS).
- Arranges the destruction of records in accordance with established records retention schedules, and/or serves as the point of retrieval for archival files.
- Distributes summons (e.g. VUS) for officers' use.
- Collects fees from the public for copies of vehicle crash reports, verification letters regarding a reported crime, and criminal history checks (all other fees are paid to the County Treasurer).
- Releasing impounded vehicles, collecting boot and storage fees, issuing bicycle registrations.
- Assist the Telephone/Online Reporting Office in taking case reports.

340.45 Logistics Unit – This unit consists of:

- 1) Court, Licensing, and Compliance Office** – The Court, Licensing, and Compliance Office is responsible for processing applications for hack licenses, special police commissions, solicitors' permits, vendors' permits, gold and silver dealer's permits, and permits to carry concealed weapons. The officer assigned to this office enforces County ordinances pertaining to the taxicab industry, collects fees from citizens who request licenses or permits, and maintains a record of charitable organizations that solicit contributions within Arlington County. Additionally, the Court, Licensing, and Compliance Unit is responsible for maintaining an effective communication system between the Department, Office of the Commonwealth's Attorney and the court system. Records kept by this unit include information regarding officers' court dates, summonses, parking tickets, subpoenas to be served on officers, daily traffic court dockets, criminal court cases, and continuances. The Court Liaison also keeps officers abreast of any changes in court policies or procedures, which may affect their dealings with the court. Employees of this office report to the Sergeant assigned to the Logistics Unit.
- 2) Alternative Reporting Office (ARO)** – The Alternative Reporting Office is responsible for providing citizens with an alternative method of filing reports and improving the operating efficiency and effectiveness of the department by encouraging citizens to report selected incidents by telephone or online. Walk-in reports are completed by ARO or Logistics Unit personnel. ARO personnel are also responsible for providing information and assistance to the general public and police department personnel. Employees in this office report to the Logistics Unit supervisor.

- 340.46 Criminal Justice Records Management System (CJRMS) Administrator** - Ensures system administration of the Law Enforcement Records Management System (LERMS) for the Police Department by providing user management and application support of the system. Provides LERMS user training to staff. Maintains relationships with Public Safety Information Technology (PSIT) and other appropriate outside agencies.
- 350.00 Specialized Teams** – Specialized teams provide ancillary support to the department and are tasked with a specific mission that generally requires specialized training. These teams are activated for training and operational purposes.
- 350.10 Critical Accident Team (CAT)** – The Critical Accident Team responds to critical accidents when requested by a supervisor. The CAT team's primary responsibility is to conduct the necessary follow up investigation for each critical accident investigated; however, the team may be called upon to do the initial investigation of a critical accident. Operationally, the CAT is assigned to CIS and is activated only when needed.
- 350.20 Honor Guard** – The Honor Guard is the official representative of the department at various functions and ceremonies such as parades, fairs and funerals. The Chief of Police designates the commander of this team. The Honor Guard commander coordinates the activities of the Honor Guard including selecting members from volunteers from any rank. Each member of the Honor Guard is permanently assigned elsewhere in the department. The Honor Guard is activated only when needed.
- 350.30 Peer Support Team** – The Peer Support Team is composed of volunteer employees who have been specially trained to provide peer counseling to employees who have been involved in critical incidents. Their mission is to assist employees in overcoming the effects of an incident as quickly as possible so that it will have minimal impact on their personal life and professional performance. A supervisor who is appointed by, and reports to, the Chief of Police coordinates the efforts of the Peer Support Team.