

# Suffolk Police Department 2019-2029 Vision Plan

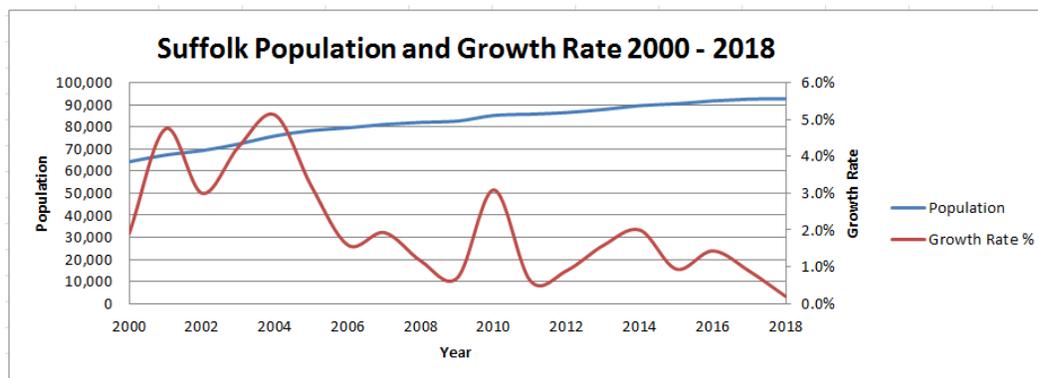
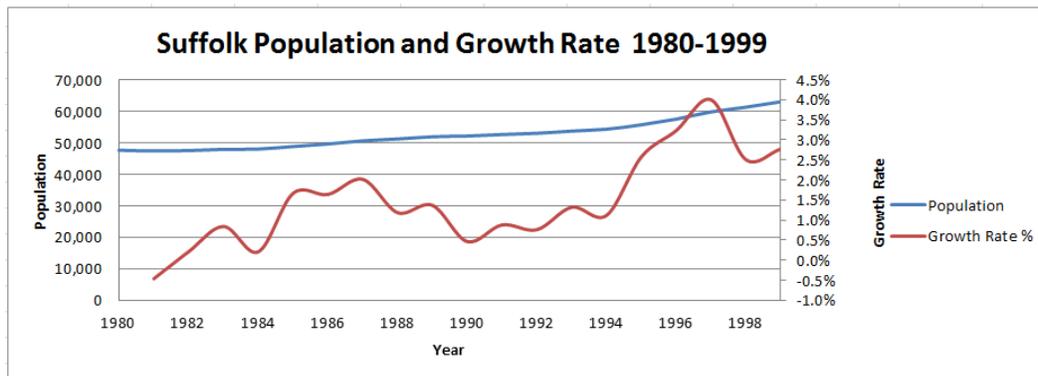


The purpose of long range planning is to provide the Department direction by exploring the now and projecting the future. By looking at current trends, we can predict what we will need in the future. This plan will suggest long-term goals, and operational objectives, anticipated workloads, population trends, anticipated personnel levels, capital improvements and equipment needs and provisions for review and revision as needed.

## External Environment

### State of the City

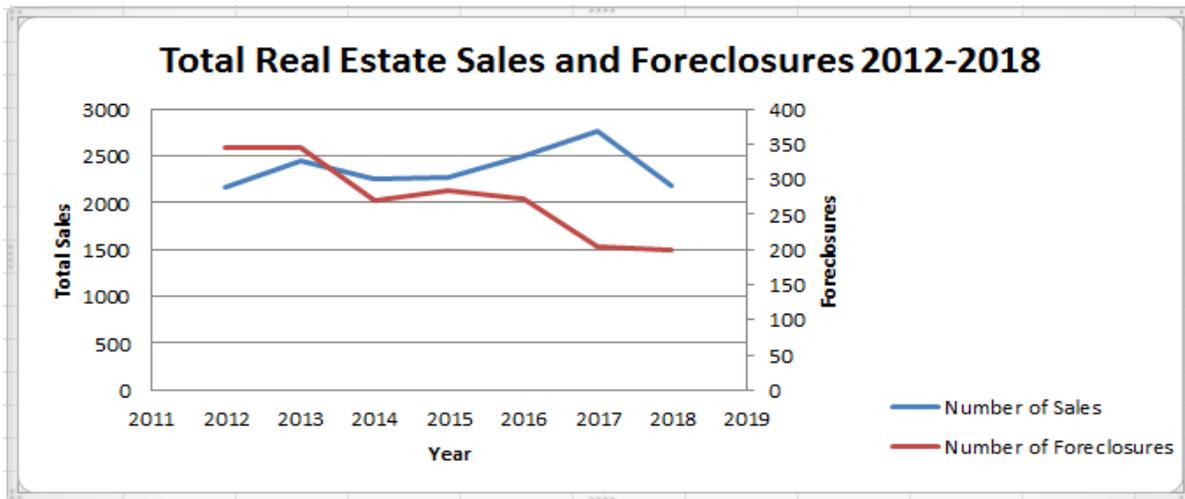
The City of Suffolk is 430 square miles and is located in the southeast corner of Virginia. It is the largest city in the Commonwealth of Virginia and the 14th largest in the country by land area. The population of Suffolk is currently 92,714. Suffolk's growth rate was fairly stable until 1995. From then until 2005, Suffolk grew by 37.3% (an average of 3.4% per year). Since that time, Suffolk has grown 17% or 1.3% per year. At this rate, by 2020, Suffolk's population will have doubled since 1980. This growth has led to Suffolk going from a small town, to a strategic partner to all of Hampton Roads. The two following charts reflect the growth between 1980 and 1999, and the growth between 2000 and 2018. Even though growth has slowed, it is anticipated that it will continue to grow by 10% every decade through 2040.



The growth of the City has created somewhat of an economic boom for Suffolk has earned perfect bond ratings by two of the three bond rating organizations. This places Suffolk in a

strong position to lower their debt by re-financing (which they have done) and borrowing money at a cheaper interest rate. This strengthens Suffolk’s ability to make capital improvements at cut-rate prices. And with this growth, capital improvements will be greatly needed to keep up with the increasing demands.

Even though real estate sales decreased in 2018, according to Mayor Linda Johnson (State of the City Address), Suffolk has had the largest percentage in home sales in the region. The following chart shows a decline in sales, but also a leveling off in foreclosures. This is a sign of a healthy economy.



### Suffolk Industry

The Census Bureau tracks businesses according to type of industry for NAFTA regulations. As times passes the designation of a business type changes. But there is no mistake that industry in Suffolk is growing. While manufacturing is declining, retail and warehousing is exploding. According to Suffolk Economic Authority, there are currently 10 million square feet of manufacturing and distribution real estate in place and an additional 20 million square feet prepared. Industry has increased 40% from 2002 through 2017.

“With the proximity to the port, road and rail access to 2/3 of the U.S. population within a day’s drive, Suffolk is a prime spot to base operations” (*Suffolk Economic Development*). Suffolk is becoming a warehouse community for all those containers from the port. With this, truck and rail traffic, will continue to squeeze traffic in the City.

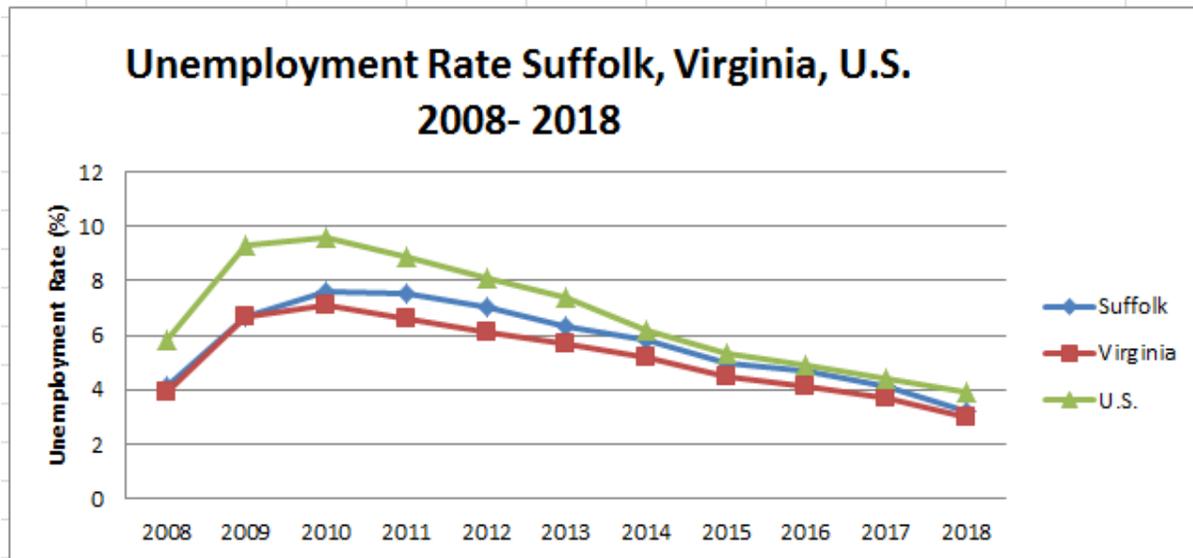
<b>Suffolk Industries 2002, 2007, 2012</b>			
Industry Type	Number of Establishments		
	2002	2007	2012
Utilities			3
Manufacturing	55	48	46
Wholesale trade	109	50	54
Retail trade	198	228	226
Transportation and warehousing			55
Information	14	19	21
Finance and insurance			79
Real estate and rental and leasing	47	74	67
Professional, scientific, and technical services	83	125	123
Administrative and support and waste management and remediation services	50	83	71
Educational services	6	12	12
Health care and social assistance	111	142	177
Arts, entertainment, and recreation	14	18	16
Accommodation and food services	71	121	147
Other services (except public administration)	91	97	94
<b>Total</b>	<b>849</b>	<b>1017</b>	<b>1191</b>

What this means for the future...

There is a tremendous amount of un-tapped resources with every new business that comes into the City. Immediate connection should be made with high-level police officials to ensure the new business is welcomed and has an understanding of police expectations. At the same time, the Department should explore how an arms-length (no signs of impropriety) partnership could be created. This could be in the form of technology (on-site cameras) or training or some other form of mutual agreement.

### **Suffolk Unemployment**

Suffolk has gone from a high of 7.6% in unemployment in 2010 to a low of 3.2% in 2018. This is excellent in maintaining a strong economy, but difficult when recruiting new police officers of civilian staff, which will be discussed later.



Suffolk enjoyed the third lowest unemployment rate for Hampton Roads. This shows that the economy is strong and competitive with the rest of the region. However, unemployment can't go much lower. Full employment can lead to inflation as employers compete to hire workers and push wages too fast (Crook, 2018). While the economy is strong, we may need to prepare for increases in cost through this inflation. Only time will tell if this will have an effect on the Department.

What this means for the future...

Low unemployment is good and bad news for the Department. It generally drives crime down, but it also generally makes recruitment harder. Perhaps there are other places to look for candidates that will be discussed later.

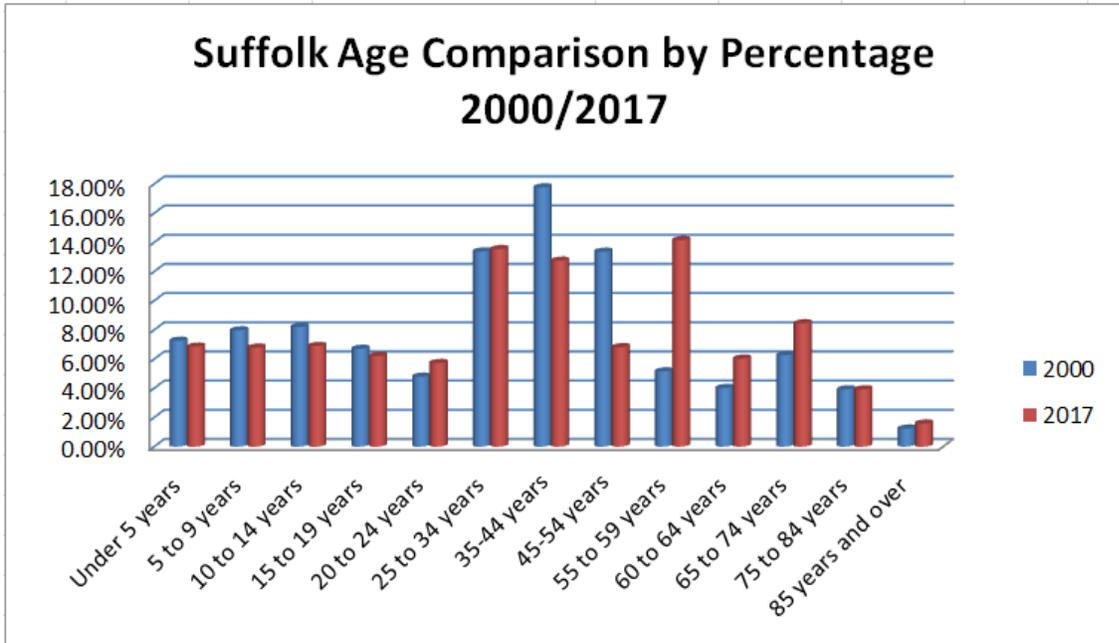
### Suffolk Income

Suffolk household income has risen over the past 8 years. The number of those households making over \$75,000 has risen by over 1% since 2010. This is yet another sign that the economy is improving and Suffolk is doing financially well. With an increase in income and a decrease in unemployment, it is good news for Suffolk, but not necessarily for police department employment. With many opportunities that may pay as much or more, but be much safer and not involve shift work, many people will opt for the safer job. Police Departments should try to be competitive with the civilian workforce to attract new employees.

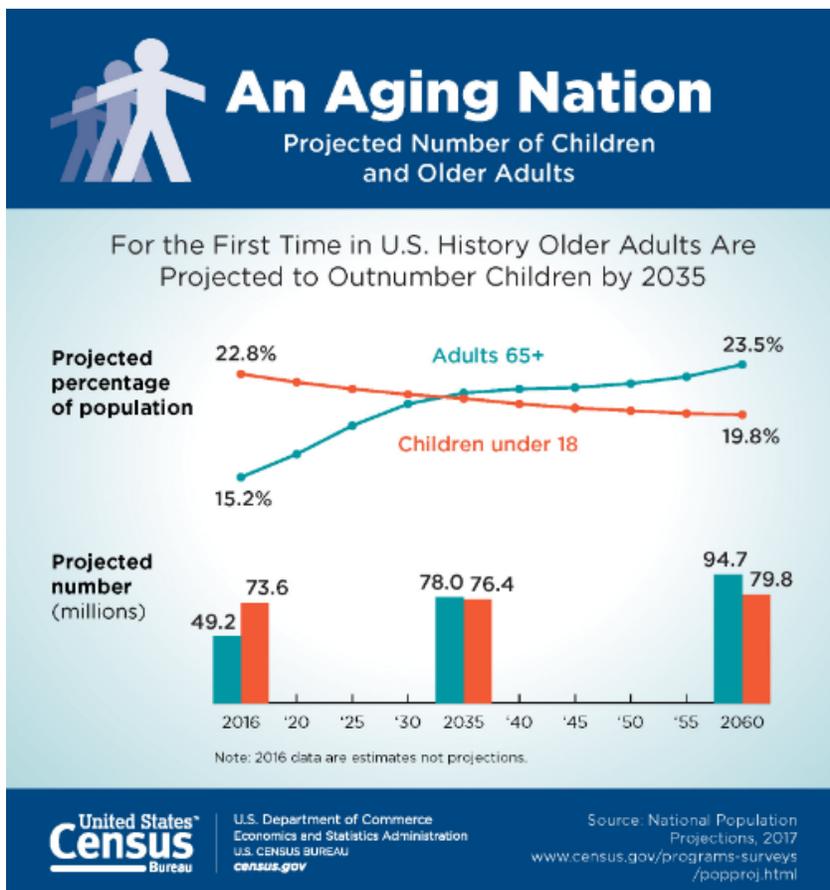
Suffolk Household Income 2010, 2014, 2017			
	2010	2014	2017
Less than \$10,000	7.0%	5.3%	5.6%
\$10,000 to \$14,999	4.0%	4.0%	4.1%
\$15,000 to \$24,999	8.2%	7.9%	8.2%
\$25,000 to \$34,999	7.3%	8.2%	7.6%
\$35,000 to \$49,999	12.7%	12.8%	11.0%
\$50,000 to \$74,999	16.9%	17.7%	18.4%
\$75,000 to \$99,999	18.8%	16.0%	15.7%
\$100,000 to \$149,999	17.1%	17.6%	18.5%
\$150,000 to \$199,999	5.3%	5.9%	6.2%
\$200,000 or more	2.8%	4.6%	4.7%

### Aging Demographics

The aging of Suffolk citizens, like all other areas of the country, is real. In 2000, 50% of the City's population was between 20 and 54. That percentage has dropped to 39%. In 2000, there was 20.6% of the population over age 55. Now there is 34%. This will have a great impact on policing in the coming years. How the Department can cope with this aging population will be significant. This aging group will be more susceptible to identity theft and other white collar crimes. The elderly will be vulnerable to assaults and strong arm robberies. There will be more medical calls (think about the use of AEDs) and serious traffic crashes. The following chart reflects this change in demographics.



According to the U.S. Census, older adults are projected to outnumber children by 2035.



What this means for the future...

The Department needs to continue to embrace this sector of society as it has done so with the Senior Citizen Academy. Teaching officers to respectfully deal with the elderly will go a long way in reducing complaints. Realizing that the elderly may have diminished cognitive skills may help officers understand they need to employ de-escalation skills much like in CIT situations. This topic should be taught periodically in in-service

### Race and Ethnicity Demographics

In the past 18 years, the city has not seen a drastic change in racial demographics. The Whites and African Americans dropped by one percent while the Asians and Two or More races rose about 1%. Perhaps a greater indication of change is those that are of the Hispanic Ethnicity. In 2000, they represented 1.3% of the population and in 2017, they represented 4.4%. From a police stand point, Hispanics are significantly less likely to report crimes compared to non-Hispanic whites. (Rennison,C, 2007) Also Hispanics are the fastest growing ethnicity in the United States (Flores, 2017). Hispanics account for 18% of the nation's population and are the second largest racial or ethnic group.

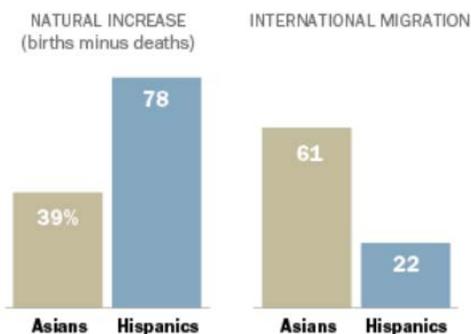
Although the growth has begun to level off, police departments still need to prepare for a changing racial and ethnic environment. The Police Department should include Hispanics in any recruitment efforts to ensure the demographics of the department reflect those of the community.

Suffolk's Racial Demographics 2000, 2011, 2017						
Year	Population	White	African American	Asian Alone	Other Races	Two or more races
2000	63,677	53.8	43.5	0.8	0.7	1.2
2011	84,930	53	42.7	1.7	0.4	2.1
2017	90,237	52.4	42.4	1.9	0.5	2.8

Suffolk's Hispanic Origin Demographics 2000, 2011, 2017	
Year	Hispanic
2000	1.3%
2011	3.2%
2017	4.4%

### Hispanic Population Growth Fueled Mainly by U.S. Births; Asians by Migration

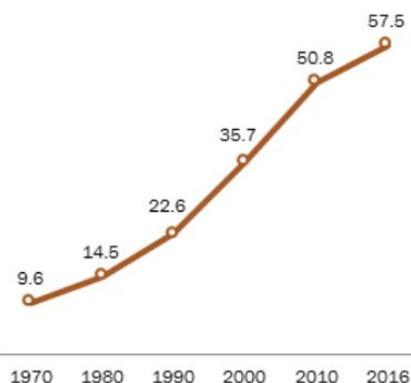
Percent of total population change from 2012 to 2013 accounted for by ...



Note: Asians include mixed-race populations, regardless of Hispanic origin.  
Source: U.S. Census Bureau 2013 population estimates

### U.S. Hispanic population hits new high

In millions



Note: 1990-2016 estimates are for July 1.  
Source: 1970-1980 estimates based on decennial censuses (see Passel & Cohn 2008). 1990-2016 estimates based on intercensal population estimates and Vintage 2014.

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What this means for the future...

The Department needs to continue to recruit minorities (especially Hispanic) to stay reflective of the citizen's they serve. Indeed this may be a large source of potential applicants if the Department knows how to reach them.

## Education Demographics

In 2000, of those over the age of 25, 17.3% had a bachelor's degree or higher. In 2017, in that same age group, 27.3% had a bachelor's degree or higher. As education becomes more available to a greater portion of the population, the Department really needs to stress education as a necessary step in promotions and even hiring. This will be addressed later in this document.

<b>Suffolk Population Education Attainment (highest level) 2000, 2017</b>		
	2000	2017
EDUCATIONAL ATTAINMENT (highest level)		
18 to 24 years		
Less than high school graduate	31.9%	14.0%
High school graduate (incl. equivalency)	35.3%	38.3%
Some college or associate degree	28.2%	40.5%
Bachelor's degree or higher	4.6%	7.2%
25 years and over		
Less than 9th Grade	9.1%	3.6%
9th to 12th grade, no diploma	14.1%	7.8%
High school graduate (incl. equivalency)	29.6%	28.0%
Some college no degree	23.0%	23.9%
<b>Associate degree</b>	6.9%	9.5%
<b>Bachelor's degree</b>	11.7%	16.3%
<b>Graduate or Professional degree</b>	5.6%	11.0%

U.S. Census

## Traffic Issues

Having a growth in both industry and residential properties is a good thing. However, this places a tremendous burden on the infrastructure and particularly the roadways. Roadways are expensive to create and maintain and roads are ever demanding money to keep them operable. Each major roadway is given a rating called, "Level of Service" with "A" being the best and "F" being the worse (see the definitions below). From this 2012 data (most current) there were eight areas rated "D" or worse. This data is now going on seven years old, so as industry and population has grown, the level of service has dropped.

Level of Service	Definition
A	little or no congestion
B	reasonable free-flow speeds
C	flow near the free-flow speed, but driver freedom to maneuver is becoming noticeably restricted with higher volumes
D	reduced physical and psychological comfort levels with speeds beginning to decline
E	operation at capacity with limited usable gaps in the traffic stream
F	severe congestion, unstable traffic flow, and stop and go conditions

Street	From	To	2012 Daily Volume	Level of Service (based on ADT)
Bennetts Pasture	Bridge Road	Kings Highway	8,200	C
Bridge Road	Chesapeake CL	Bennetts Pasture	33,000	E
Bridge Road	Bennetts Pasture	Crittenden Road	19,000	C
Carolina Road	Kilby Avenue	Brooke Avenue	11,000	B
College Drive	Hampton Roads Pkwy	I-664	18,000	D
Constance Road	Washington St.	Gays Row	8,200	C
Constance Road	Broad Street	Western Avenue	8,800	D
Constance Road	Main Street	Point Street	15,000	C
County Street	Gloucester Street	Old City Limits	3,000	A
Godwin Blvd.	Isle of Wight CL	Kings Highway	11,000	B
Godwin Blvd.	Kings Highway	U.S. Route 58	20,000	C
Godwin Blvd.	U.S. Route 58	Pruden Blvd.	19,000	C
Holland Road	Manning Bridge Road	Route 58 Bypass	32,000	E
N. Main Street	Pruden Blvd.	Constance Road	28,000	E
N. Main Street	Constance Road	Washington St.	19,000	D
Nansemond Pkwy.	Chesapeake CL	Kings Highway	12,000	E
Pinner Street	Lakeside Street	Old City Limits	8,400	C
Pitchkettle Road	Constance Road	Lincoln Street	3,000	A
Portsmouth Blvd.	Washington St.	U.S. 58 Business	21,000	C
Pruden Blvd.	Suffolk Bypass	Isle of Wight CL	19,000	B
Shoulders Hill Road	Bridge Road	Pughsville Road	10,000	D
U.S. Route 58/460	Suffolk Bypass	Chesapeake CL	66,000	C
Suffolk Bypass	Holland Road	Pitchkettle Road	38,000	B
Suffolk Bypass	Pitchkettle Road	Pruden Blvd.	36,000	B
Suffolk Bypass	Pruden Blvd.	Godwin Blvd.	43,000	B
Suffolk Bypass	Godwin Blvd.	Wilroy Road	54,000	C
Suffolk Bypass	Wilroy Road	Portsmouth Blvd.	48,000	C
SW Suffolk Bypass	Carolina Road	Holland Road	10,000	A

When the top crash locations are compared with the level of service, there is no surprise that high volume equals high number of crashes. Some of these roads are in the process of being upgraded like Holland Road and Bridge Road. Some are nowhere near being modified to meet the need.

Also in the following chart is the volume of truck traffic on these high-crash corridors. It has been documented before that the Port of Hampton Roads relies heavily on the roads and railways that pass through Suffolk. Without these arteries to and from the Port, commerce

would greatly suffer and the economic loss to the Port would be substantial. Furthermore, any alternative routes (I-64) would be greatly overwhelmed.

Suffolk Top 10 Crash Locations (2009 to YTD 2019)					
Location	# of accidents	Annual Average Daily Traffic (typical weekday, 2018)	Truck Volume (2 axle- non Pick-up, 3+ axle, trailer)	2012 Level of Service	2012 Traffic Volume
Portsmouth Blvd/Bob Foeller Dr	306	74,000	8%	C	66,000
Rt 58/Wilroy Rd	216	51,000	8%	C	48,000
Rt 58/Godwin Blvd	189	61,000	8%	B	43,000
Holland Rd/Staley Dr	168	35,000	16%	E	32,000
N Main St/W Constance Rd	166	29,000	1%	E	28,000
N Main St/W. Washington St	164	18,000	1%	N/A	N/A
N Main St/Holly Lawn Pkwy	156	26,000	1%	E	19,000
Holland Rd/Longstreet Ln	144	25,000	16%	N/A	N/A
Holland Rd/Lummi Rd	136	27,000	16%	N/A	N/A
Bridge Rd/College Dr	131	36,000	1%	E	33,000

### Traffic Crashes

Since 2010, there have been 108 traffic fatalities. During that same time period, there have been 35 homicides. One death is too many in either case. The following chart depicts the reason people are dying on Suffolk’s streets. “No restraint” is the contributing factor in a number of deaths, yet it receives little enforcement. Many times it is viewed as the ticket to give a “warning” when in fact it should be strictly enforced. Efforts should be made to indoctrinate seat belt enforcement into the officers and the community.

Suffolk Crashes, Fatalities, Injuries (non-Interstate) 2010-YTD 2019												
	All	Alcohol	Speed	No Restraint	Pedestrian	Distracted	Cell Phone/Texting	Large Truck	Young 15-20	Mature 65+	Bicycle	Motorcycle
<b>Crashes</b>	13,551	774	1702	518	230	3028	0	401	2626	2009	40	235
<b>Fatalities*</b>	108	28	46	53	11	33	0	10	13	38	2	9
<b>Injuries*</b>	9,239	671	1330	692	254	2354	0	216	1938	1626	43	236

\* Some of the fatalities and injuries may have had multiple causes. For example, someone under the influence of alcohol may have also not been restrained.

What it means for the future...

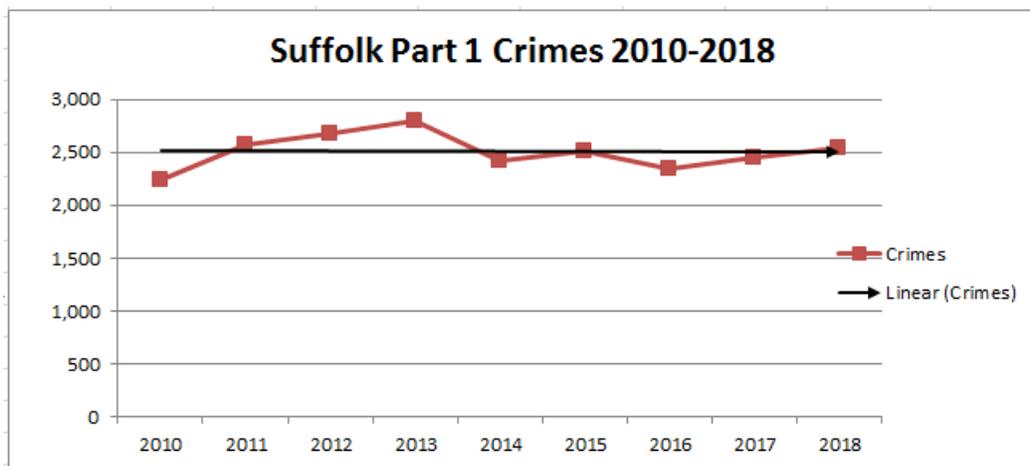
As roads continue to get more crowded, in order to maintain a steady flow of traffic, there must be a demand for compliance to all traffic regulations. A full time traffic unit is needed for such instances. These are officers who are committed to the traffic mission of saving lives through enforcing compliance.

## Crime

Crime has remained relatively flat for the past 9 years. The number of Part I crimes in any given year between 2010 and 2018 has only fluctuated slightly. Even with population growth and a change in the economy crimes remain level. This is not to say this is acceptable. The ultimate goal is to reduce crimes and look for continuous improvement. However, if we look at the following two charts, the most crime has increased in a year from the average was 289 and decreased from the average was 269.9 for an average of 168.7 or a (standard deviation) of 7%. This means the number of Part I Crimes has fluctuated, on average, only 7% each year.

Year	Part 1 Crimes	Distance from 2505 Average	Standard deviation
2010	2,235	-269.9	
2011	2,578	73.1	
2012	2,671	166.1	
2013	2,794	289.1	
2014	2,414	-90.9	
2015	2,515	10.1	
2016	2,343	-161.9	
2017	2,455	-49.9	
2018	2,539	34.1	
Average	2505	168.7	168.7

Another way to look at it is a linear graph showing how crime has stayed very close to the (black) trend line.



Looking at it one more way and figuring in population increase, we calculated the number of crimes per 1,000 persons. In this case the Part I Crimes per 1,000 people only fluctuates between 26.4 to 31.8. This is a standard deviation of 2.2

Year	Population	Part I Offenses	Offenses per 1,000 citizens
2010	84,585	2,235	26.4
2011	85,692	2,578	30.1
2012	86,463	2,671	30.9
2013	87,831	2,794	31.8
2014	89,586	2,414	26.9
2015	90,426	2,515	27.8
2016	91,722	2,343	25.5
2017	92,533	2,455	26.5
2018	92,714	2,539	27.4

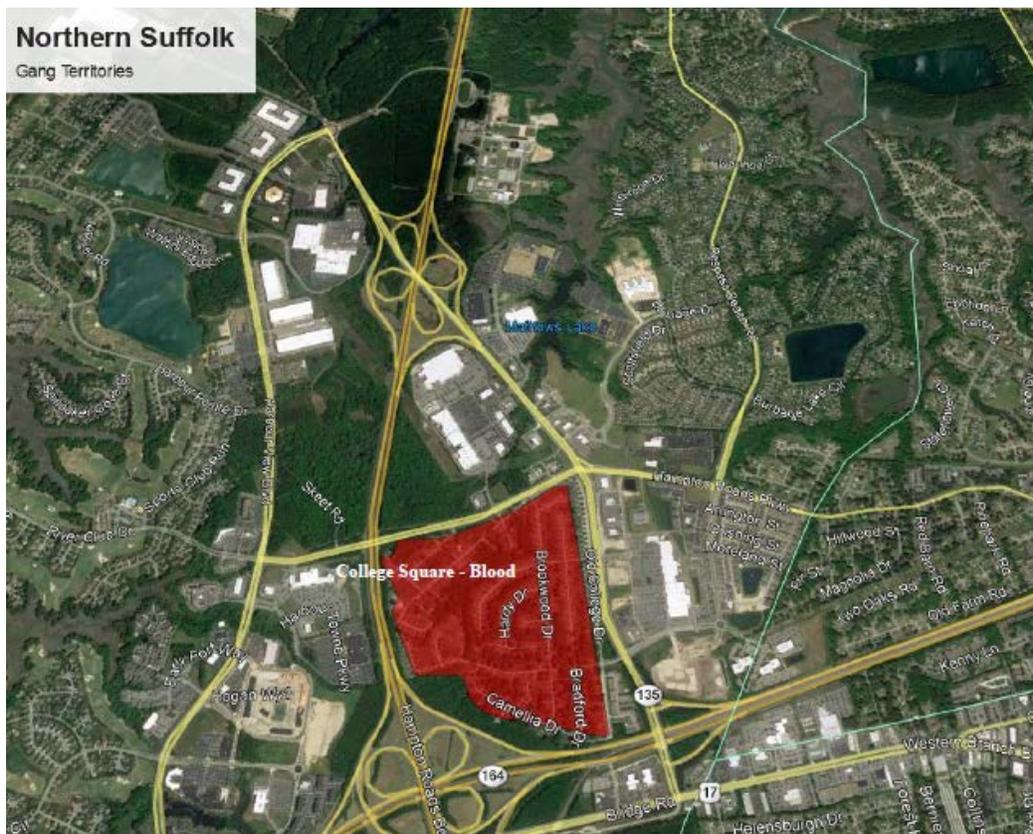
What it means for the future...

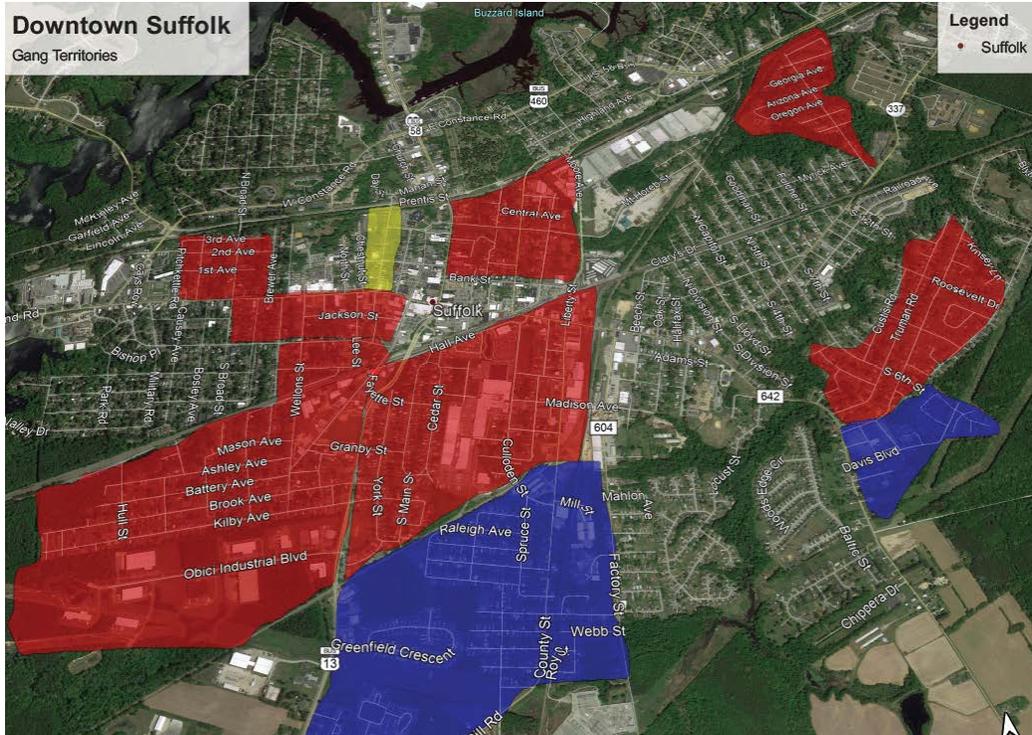
Dealing with quality of life crimes like property crimes will go a long way in reducing overall Part I crimes. Larcenies account for anywhere from 69% to 75% of all crime. Many of these crimes occur at Retail stores and are often not seen as a police priority. Efforts should be made to harden these targets and to work with these retailers so they understand theft is affecting overall crime numbers. Larcenies from automobiles are also a problem where most occur with unlocked doors. The Department has worked hard to encourage citizens to lock their car doors. More programs should be created to further encourage locked door.

Cybercrimes will be increasing and demand a large amount of resources to counter. Staying ahead of the technology will require special skills not really associated with traditional police work. Luckily, younger generations are not afraid to acquire these skills and should be encouraged to do so. This type of knowledge and skills may be very attractive in the private sector so departments will need to do what it takes to recruit and retain those with such skills.

## Gangs in Suffolk

The Intelligence Analyst, in conjunction with the Department's Gang Units has provided updated maps of known gang activity in Suffolk. The red represent Bloods and the Blue represent Crips, The yellow areas represent home-grown gangs with no Blood or Crip affiliation. While not shown on the following maps, it was relayed that Outlaw Motorcycle Gangs are in the area. The examples given were the Hells Angels, Desperados, Wheels of Soul, and Outcasts.





## Terrorism and Active Shooters

Terrorism was within the city limits of Suffolk when federal agents arrested Lionel Williams for trying to give money to the Islamic State. Williams was preparing to die as a martyr and had stated he would attack a “hard target” (e.g. a police station or military facility) and kill as many people as he could. This is just one example that there are terrorism sympathizers across the country and they only need the will to carry out their act of violence.

Active shooters are quickly replacing foreign (or domestic for that matter) terrorist as the neo terrorist of the future. Instead of creating terrorism acts to promote a cause, these active shooters simply want to settle the score with society. Active shooters and most terrorists look for soft targets to inflict as much carnage as possible. Police departments need to train in how to quickly response to these locations and neutralize the threat. Officers need to know that responding and facing the threat is not optional. They must quickly move to the gunfire and challenge the offender.

After every active shooter or terrorist event, there is a world of knowledge to be learned. The Department should assign someone to monitor these events to ensure that Department members stay abreast of the latest violent acts, and the lessons learned from each.

The Department must work with the community to ensure they know what to do in the case of an active shooter. While “run, hide, fight” is the standard, they should be taught to harden their location to make a terrorist act fruitless.

## **Opioid overdoses**

Since October of 2017, there have been 46 known overdoses, Narcan has been administered 21 times (including by Fire-Rescue) and there have been seven opioid related deaths. Though the opioid crisis still exists, it appears to be slowing down. This could partially be because the “legal” flow of opioid products is being curtailed. How much impact this has will remain to be seen.

## **Community Support**

The Department appears to enjoy good community support. Many of the residents have been here their whole life and they gravitate to the officers and support them as part of the Suffolk family. Many of the other Cities in Hampton Roads have a large military presence and those residents are originally from other states. Suffolk has 36 documented civic leagues. The Department needs to visit those that are subject to property crimes and raise crime stats. Frequent visits will help re-inforce the need to harden targets (like lock doors). The Department could employ some of the old community policing tactics by walking through the neighborhoods and making suggestions to improve the community’s awareness and cooperation. Neighborhood watch programs may seem somewhat outdated, but are still important. New apps like Next Door can be a great way to get information out and receive information back. Upon first glance, it appears to be diluted with advertisements and requests for community information. However, it could be a great tool for communication. The Department should try to monitor this and all other platforms with the proposed social media employee.

According to the University of Cincinnati, creating stronger relationships with the community was a top priority for law enforcement agencies in 2017. It is recommended to solicit community input through surveys and other forums to gain insight. This Department is engaged with the community through surveys, citizen academies, national night out, and other events to build a stronger partnership.

## **Internal Environment**

### **Employee Engagement Team**

The best way to learn what employees think about the organization is to ask them. This was precisely done by the Employee Engagement Team. The Team met with representatives from Human Resources to conduct a SWOT (Strength, Weakness, Opportunity and Threat) analysis. Here are some of the results from the Engagement Team:

- Increase staffing- This will be discussed later, but the fact is that the Department has been able to increase staffing through the use of a consultant.
- Enhance recruitment efforts- As discussed earlier, low unemployment means there is less low hanging fruit, however, the Department is instituting other hiring incentives (i.e. signing bonuses).

- Over hire- this is a solution that generally has no merit. You have to be full-staffed to be able to over hire.
- Enhance supervisor training- should these be the next Ethics instructors? (There should be consideration to more supervisors being instructors. It prepares them for greater leadership roles, public speaking, and preparing a topic for discussion. Furthermore, officers get to see the supervisor in another setting.)
- Re-evaluate and develop guidelines for consistent discipline. This is a balancing act that is best left to the Chief and Executives. Their consistency is usually better than the general population. Line staff usually thinks discipline is not consistent when they don't know all the facts.
- Improve processes between Police and Courts. A part time court liaison officer might be something to consider. However, a liaison officer should work closely with the Officer of Professional Standards, i.e. Internal Affairs.
- Develop a mentoring program. There are informal mentors throughout the Department. Those wishing a mentor should seek them out.
- Identify a City Council liaison officer- The Chief is the liaison officer; that's his or her job. However, it may also be important for officers to truly understand what an elected official is and how they fit within the system.
- Conduct outreach to find partnerships, regional groups, training and best practices. In a SWOT analysis, this is the "Opportunities" and yes we should be looking for these. This is the responsibility of everyone, but especially the command level personnel. At their position, they should know that our weaknesses are and the opportunities to close the gaps.

### **Ethics in Law Enforcement**

This author recently attended an Ethics "Train the Trainer" course. The purpose of attending this course was to come back and create a cadre of Ethics instructors. Only by spreading this knowledge and responsibility do we truly work toward an ethical organization.

The Six Pillars of Character as seen by Josephson, (1992) identifies the universal values that are considered acceptable to everyone. They are listed below:

1. Trustworthiness
  - Honesty
  - Integrity
  - Promise Keeping
  - Loyalty

2. Respect (for others)
3. Responsibility
  - Accountability
  - Pursuit of Excellence
  - Self-Restraint
4. Justice and Fairness
5. Caring (for others)
6. Civic Virtue and Citizenship

It is requested that a cadre of instructors be created to teach the next in-service ethics classes. Every year, these instructors should recruit another, so that the above pillars become inculcated into the organization.

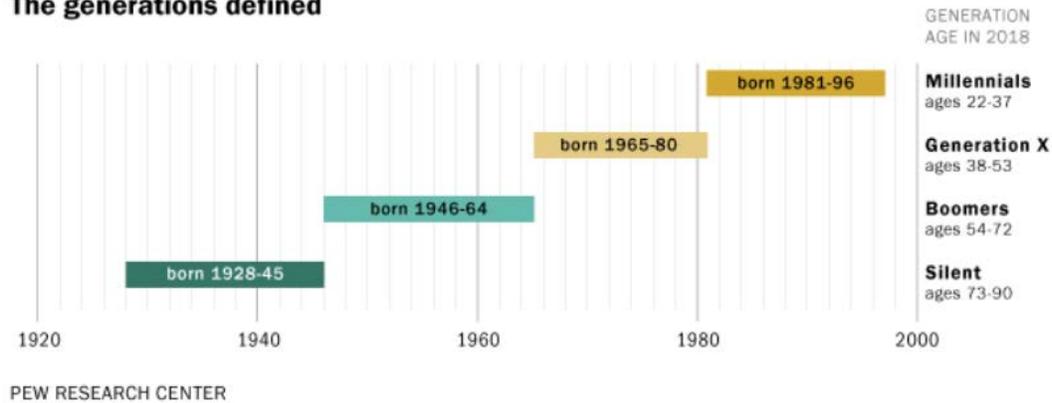
### **Age Differences in the Department**

Different generation have different languages, values, and priorities. Most baby boomers never feared an active shooter in their school, but millennials did. There is much to be learned about how this younger generation (and the ones to follow) can be attracted, hired, and retained in the Suffolk Police Department.

What makes it perhaps even more critical now is the very low unemployment rate that is seen across the country and in Hampton Roads. All cities except Portsmouth and Hampton have an unemployment rate below 4%. Suffolk's unemployment rate has been cut in half since 2010 as has all other cities in the Southside. This means each area police department has to reach further and deeper into the unemployment ranks to find suitable employees.

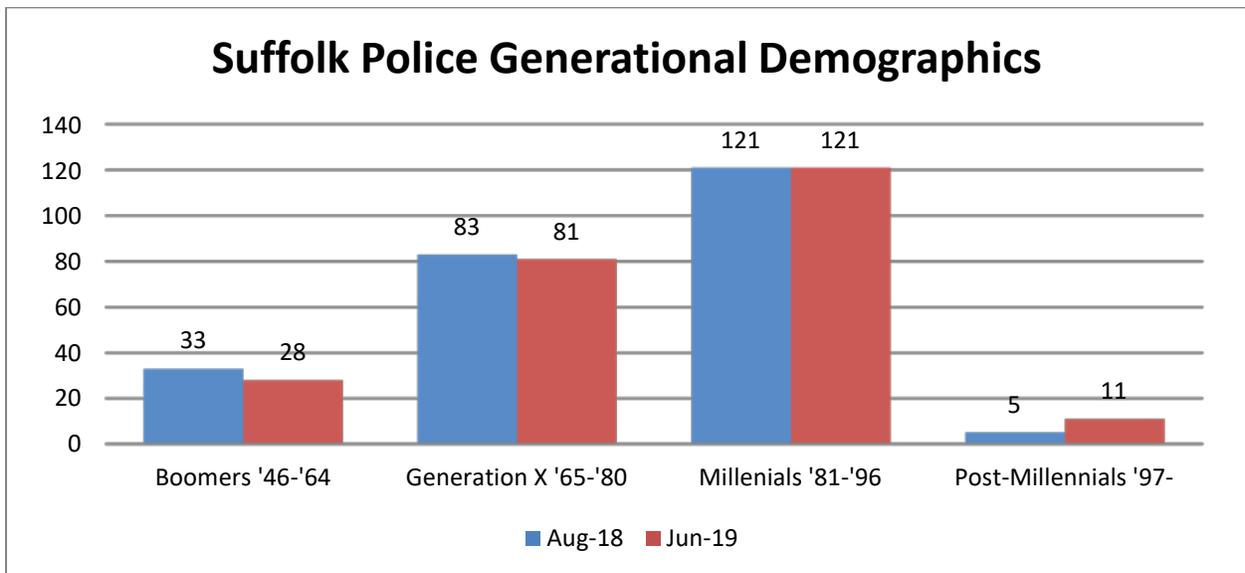
Below is a chart that defines the generational divides that have largely grown to be accepted. The Greatest Generation and the Silent Majority are now combined into the "Silent Generation." What is not shown is newest generation that is just entering into the workforce. They are called the post-Millennials or Generations Z's. They will be our biggest challenge in the next 15 to 20 years.

## The generations defined



Based on the following chart, the Pew Research Center places the Boomers as the largest generation. However, it is estimated that Millennials will outnumber the Boomers by this year. This is due to two factors, the Boomers dying and millennial immigrants coming into the country.

Millennials now represent over half of the Police Department's employees. As we look at the following chart, we see that the Boomers and Gen Xers are leaving and being replaced by the Post Millennials. How do we attract this generation?



The Department has proven that it can successfully hire and retain Millennials. Of the Millennials on the Department, there are now, 6 sergeants, 2 Lieutenants, and 2 Captains. The Department also has 4 civilian supervisors of that generation. At this stage of the game, if we want to know what Millennials want, we can ask them. They are all around.

Below are some characteristics of Post-Millennial or Generation Zs. The literature is taking a stab at these profiles although there is much to learn from and about this group.

- Gen Zs are less focused. With so much information at their fingertips, they collect information quickly and then lose attention.
- Gen Zs are good multi-taskers. They can take information from different sources and compile it.
- Gen Zs are less likely to look for bargains than Millennials. They may research the product a lot, but not the prices.
- Gen Zs are early starters. They may forgo college to get into the workforce, think whatever they need to learn, they can obtain it.
- Gen Zs are more entrepreneurial, prefer an independent work environment, think of starting their own business someday.
- Gen Zs have higher expectations. They expect businesses to be loyal to them and not the other way around. If they don't feel appreciated, they move on.
- Gen Zs believe in individuality.
- Gen Zs are more global. Diversity will be an expectation of Gen Zs
- Gen Zs are dependent on technology...some would say addicted to it.

As we continue to attract, hire and retain the Millennials, we also need to look forward to the Post-Millennials or Gen Zs. While we have much to learn from this generation, we know that they are coming to the Department and their traits are different than the Millennials.

### **Education of Officers**

After completing a study on police attitudes, William Terrill, a Michigan State University professor stated, "college educated officers are less likely to use force against citizens. Officers with a 4-year degree result in significantly less physical force and encounters involving officers with greater experience result in less verbal and physical force." Dr. Rebecca Paynich, who also studied education in law enforcement stated, "Having college educated officers has also been a strong recommendation of nearly every national commission and is of such importance, many agencies nationwide offer a variety of incentives to its officers to pursue higher education."

Incentives could come in a variety of ways without necessarily being in the form of an educational pay. Showing the benefit of the education could help inspire some to start or go back to receiving a college degree. Greater job satisfaction, greater departmental opportunities, and preparation for a second career are just a few of the benefits. Mentorship

and cohort classes could help to develop momentum in college education. With on-line courses, it has never been easier to work around a work schedule.

It should be mentioned that there could be considered a conflict between recruiting and hiring more educated officers and hiring more minorities. The simple answer is that the Department should do both. Increasing professionalism and representing the community are two cornerstones to any department.

### Officer Survival

As a national goal was set some years ago to be “Below 100”, at the time of this writing there have been 60 line of duty deaths in the U.S. this year. Below 100 is not merely a number, but a mindset that Officers should go home at the end of every shift.

Much of the material in this document is taken from an April 2018 meeting coordinated by the COPS Office on Officer Physical and Mental Health and Safety. The participants of the meeting were from all aspects of law enforcement, healthcare, law enforcement support groups and the Bureau of Justice Assistance. Through this meeting, a document was prepared entitled “Officer Physical and Mental Health and Safety.”

Line of Duty Deaths have fluctuated over the past 40 years with a high of 242 (after 9/11 in 2001) and a low of 120 in 2013. There have been an average of 170 deaths every year over this period of time. The following chart is of the Line of Duty Deaths since 1979.

Law Enforcement Line of Duty Deaths (LODD) over the past 40 years							
Year	LODD	Year	LODD	Year	LODD	Year	LODD
1979	217	1989	195	1999	146	2009	139
1980	207	1990	162	2000	162	2010	171
1981	203	1991	149	2001	242	2011	185
1982	196	1992	163	2002	159	2012	141
1983	193	1993	158	2003	151	2013	120
1984	185	1994	179	2004	167	2014	148
1985	177	1995	184	2005	166	2015	160
1986	180	1996	140	2006	160	2016	159
1987	184	1997	174	2007	203	2017	129
1988	196	1998	172	2008	159	2018	163

The causes of deaths in 2018 are from all too familiar circumstances. 52 officers were killed from gunfire and 34 were from an automobile, motorcycle, or other type of crash where the officer was inside the vehicle. These were the two highest categories listed in the Officer

Down website. The third highest cause was heart attacks (16). If we concentrate on these issues, we can help to truly do our part to be “Below 100.” According to the reference material, there were 155 *reported* officer suicides in 2017. This was more than the line of duty deaths for that year. It should be noted that this statistic is probably greatly under-reported. Based this information, it is apparent Department’s need to look deeply at the officers’ safety and physical and mental health issues.

## **Officers’ Safety**

There has been a recent increase in ambush-type killings of police officers. This immediately adds stress to officers to remain ever vigilant when on duty. After a while, complacency will surely take over and the officers will return to a certain level of un-awareness to their surroundings. A study on police ambush attacks found that officers who are less distracted by irrelevant stimuli such as noise – known as field independent – perform significantly better in violent situations. Being field independent may be a personality trait, but we must do what we can to increase situational awareness. This does not mean always being in a heightened state of readiness; that would be too much for anyone, however, officers must increase their ability to ignore insignificant distractions and become alert to danger signs.

Another way to ensure officer safety is the wearing of the bulletproof vest. Someone shot with a vest has a 75% increased chance of survival over those who do not wear a vest. Obviously the Department has a mandatory wear policy for all uniform personnel. It perhaps should be extended to investigative personnel unless it interferes with a covert operation. Supervisors must ensure that uniformed patrol officers are wearing their vest and should also inquire to determine if the officers’ vests are as comfortable as possible.

A simple factor to improve officer safety is to ensure officers wait for back-up. So many times the Dispatchers can be reluctant to send a back-up when personnel are limited and officers are quick to “waive off” a back-up before they even arrive. There is always safety in numbers and officers should understand that a back-up is one of the better ways to safeguard going home at the end of a shift.

Line of duty deaths through an automobile crash is up 2% from 2017. Supervisors should ensure that their subordinates are wearing their seatbelts. Efforts should be made to verify that supervisors are also wearing seatbelts. Signs should be placed at all police facilities reminding officers and civilians to “Buckle Up.” As a last resort, employees should be disciplined for not following policy and state law.

Many crashes today are occurring by officers being distracted by the tools in the vehicle (mobile data terminals).The Department should explore the cost of turning the computer

screen blank when the officer's car reaches a certain speed limit (like 15 miles per hour). All it takes is a quick glance to the computer screen to cause a serious crash. As an officer nears a scene, and slows down, then the screen will reappear.

The literature recommended a passenger-side approach for traffic stops. This not only helps the officer get further out of traffic, but places to drivers at a greater disadvantage if they intend on hurting the officer. The Department teaches both methods, but passenger-side approach should be primary.

### **Officers' Physical and Mental Health**

On 2017, there were 155 law enforcement officer suicides reported. That was more than the total line of duty deaths (129) for that year. Of course these were the *reported* ones. Heart attacks are up 13% when compared to the previous year. These two statistics alone are reason to be concerned about officers' physical and mental health.

"According to the participants [at the conference], lack of leadership around mental health and wellness is perpetuating a culture of silence around mental health issues. The culture of silence is leading to fatalities and other health issues like substance abuse and heart disease...the same culture that ignores and creates silence around mental health issues often then condemns and abandons officers for maladaptive behavior that stem from treatable mental health challenges including substance abuse."

The officer's mental health is an agency, family and public health issue. We often fail to realize that the loss of an officer to suicide or substance abuse has a domino effect on his or her family and the community as a whole.

One of the main concerns cited as a problem was how long it takes an officer to receive mental health assistance. Early intervention is critical. Officers should not have to work hard to seek assistance. Currently any employee can contact the City's Employee Assistance Program and receive directions to speak to counselor. If necessary, a counselor can respond directly (to an emergency room) to someone needing assistance.

Perhaps who the mental healthcare provider the employee receives is as important as when. A mental healthcare provider trained to work with officers would go a long way in understanding the officer's plight. Furthermore, that provider should have the resources to connect the officer to others in the medical field that deal with substance abuse and heart disease.

Confidentiality is a key to getting officers to seek help. Officers fear that their careers will be in jeopardy if it is common knowledge. They may fear the loss of confidence by their co-workers or the organization as a whole. When officers seek help for medical concerns like cancer or heart disease, they often received the help from a team of doctors, however, when they seek mental health assistance, there is a much less coordinated effort. Agencies and officers must begin to see mental health issues as a medical issue, not a weakness.

Crisis hotlines specifically for law enforcement are beginning to spring up around the country. In reviewing the Internet, it appears to be a regional effort. Cop2Cop and Safe Call Now are two such crisis hotlines that have developed across the country.

Heart disease can be a by-product of mental stress, hereditary, or lack of overall good health. Some Departments have developed guidelines to help officers stay in better shape (weight limits, body fat, or waist limits). It is better to use a positive approach to promoting a healthy lifestyle instead of a negative approach. However, Departments should stress that there are some baselines that should be followed. Efforts should be made to encourage exercise and healthy eating.

There are external factors like vests, seatbelts, situational awareness, and tactics that should always be reinforced whenever possible. Officers should be made aware of national line of duty deaths and understand the dangers of the job. The career as a police officer is strenuous and difficult to say the least. It is not for everyone. But for those that have committed themselves to this endeavor, they from time to time may need the support. The Department should ensure that the support is close at hand and prepared to work with the officer in a confidential manner. The Department should look for ways to improve physical well-being by encouraging the officers to exercise and eat health. The Department should do all it can to prevent one of its officers from ever winding up on the Officer Down Memorial Page, casualty of a mental health crisis, substance abuse, or heart disease.

## **Technology**

### **Body Cameras**

In the original Vision Plan, there was much hope in being able to equip some officers with more in-car cameras. There was little thought to body cameras. Since then, the Department has purchased enough body cameras for every officer and is even moving to a second generation. But what are the results of officers having body cameras and what are the consequences. A recent study by George Mason University (Lum, Stoltz, et al, 2019) tried to answer that question. They did that by reviewing other studies and their findings. The following is a summary of their conclusion:

- After a Luke-warm reception, officers generally support the body camera for their protection.
- The body cameras do reduce complaints against officers.
- The body cameras do not reduce the number of uses of force.
- The cameras do not reduce crime.
- They do improve the prosecution of cases.
- Though body cameras are supported by citizens, it has not increased a more positive view of police.

Obviously body cameras are here to stay. Cameras are viewed as being very useful for a multitude of reasons. The Department should try to increase the number of cameras available to them including public-private partnerships with the community. Once that is accomplished, the Department could move toward real-time policing.

### **Real Time Crime Centers (RTCC)**

There is a general consensus that more officers should be on the street, but a RTCC can directly support officers on the street by gathering intelligence information even before the officer's arrival. A RTCC brings together video inputs, incident and criminal information, arrest records, photos and many more pieces of data that would normally take days to review. The RTCC will be a natural continuation from the Next Gen 911 systems that are right around the corner. As technology improves, and partnerships increase, departments could have access to private cameras for their instant review.

### **Next Generation 911**

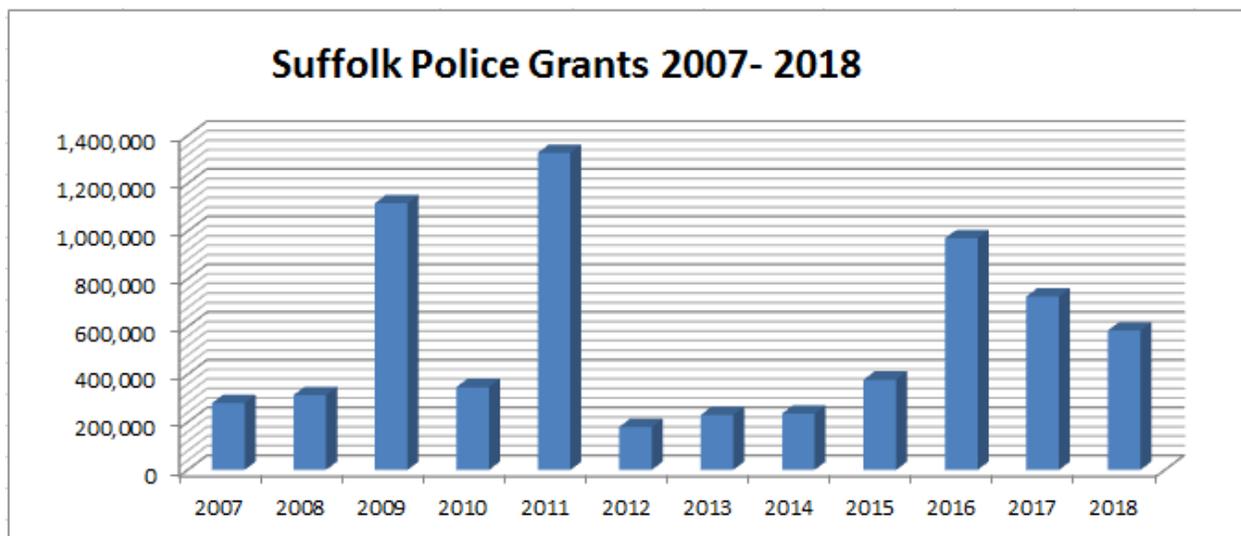
This will be occurring in Suffolk within the next few years. Once that is accomplished, the Department will benefit from 5 identified areas:

- Improved officer safety by providing more information at the officer's fingertips. Pictures, videos, maps, and other intelligence data can be quickly sent to the officer.
- Improved efficiency by knowing the location of the caller. Citizens will be pinpointed to increase the police or other emergency care reaching the caller quickly. Furthermore, with known boundary lines, the calls are much more likely to go to the proper jurisdiction in the first place.
- Those with special needs will receive better access to the 911 system with Next Gen 911.
- Potential cost savings could be realized by the improved efficiency.

Technology is a fast moving topic and one that is easy to fall behind in. The Department is fortunate to have the support of city management and the Information Technology Department who are at the cutting edge of technology. While the cost of technology seems to be ever rising, it is indeed going down. The cost of service is competitive. The Department needs to explore the Internet of Things (IoT), which is not a new concept, but its applications are limitless.

### Grant Funding

The Department has been aggressively pursuing grants since 2007. Since that time, the Department has averaged over \$550,000 per year for grant programs. This grant funding has helped the Department purchase equipment, software and hardware and pay for overtime. The Department should continue to seek grant funding to help augment its normal operating budget.



### Departmental Needs

#### Staffing

In reviewing the 2014 mid-term plan, there were many suggestions for additional staffing. We will review and update those recommendations”

Property and Evidence Clerk- The Department has been successful in hiring a part time civilian clerk to assist the full time officer. This clerk has been extremely helpful in moving P&E toward a positive flow of property and evidence (more going out than coming in). At this point, the part time clerk is disposing of slightly more property than is coming in. In 2018, there were 9,264 items brought into P&E, and 10,588 disposed of. While this is a positive trend, another part time clerk should be considered because there is an estimated 40,000 additional items that need to be disposed of. At some point (within a couple of years), all items

that needed to be disposed of would be. At that time, the second part time clerk would no longer be necessary.

Accreditation Manager- A civilian position was created for this purpose, however a more urgent need arose as the increase in FOIAs was becoming a full time job for a Lieutenant. An officer remained in the Accreditation Manager position, but a Lieutenant position was freed up so he could supervise those under his span of control.

Civilian Quartermaster- This position has not been acquired, but is probably still a need within the Department. The officer assigned to this position has done a good job, but the workload is still substantial. A full time civilian clerk without the duties of an officer (i.e. in-service and special event assignments) would be a benefit.

Civilian PSAP Manager- This position has been created and filled. By filling this position, a sergeant's position has been moved back to Operations and is on the street. A civilian position without the duties of an officer (as mentioned above) is also a benefit to having a non-sworn person in that position.

Headquarter's Desk Officer- This position has not been created, but has been filled from time to time with a light-duty officer. The members of Central Records have acknowledged this position is useful in helping answer walk-in inquiries from citizens. The calls for service at this location exceed the number of calls for service of any other patrol district in the city.

Calls for Service at 111 Henley Place	
Year	Number of Calls
2015	6,452
2016	6,522
2017	7,621
2018	6,381

Crime/Intel Analyst- This position has been filled. While some would say there is a vast difference between a crime analyst and an intelligence analyst, it would be interesting to combine the two into one position. When having two crime analysts (one grant funded), the work-load between the two did not appear overwhelming and perhaps a dual purpose crime/intel analyst would be sufficient. (Update: The Department now has one fulltime Crime Analyst and one fulltime Intelligence Analyst. The workload appears sufficient to justify each.)

Traffic Officer- This was identified earlier as a necessity. The traffic conditions in Suffolk are not going to get any better in the immediate future.

Community Resource Officers- These positions have not been created. (Update: Although CROs are excellent to garner community support, it is questionable if they are necessary at this time.

Emergency Communication Operator- This position has not been filled. (Update: Two new Emergency Communication Lead Operator positions have been created and hiring will commence at the first part of the new fiscal year.)

Police Records Technician- One position was frozen for several years and has been unfrozen. (Update: All position are unfrozen, however there are two current vacancies). Central Records should work to compile better workload records which may help in justifying needed personnel.

Animal Caretaker- Since the Mid-Term Plan, the Animal Shelter has hired two part time caretakers.

Other positions that were mentioned on the 2014 Mid-Term Vision Plan was Precinct 2 narcotics unit, administrative assistants, and cyber patrol personnel. None of these positions have been created.

Police Officers were not even mentioned as a need in the 2014 Vision Plan, but nine more officers and one sergeant will be added to the complement in the beginning of the fiscal year. Priorities should be as follows: Patrol, Traffic, Investigations, and Training.

The Department recently was approved to be budgeted for a Police Planner. This as a position this was greatly needed to do more of this forward thinking and preparing for tomorrow. This Planner should work closely with the City's Planning Department and should have close ties with the Hampton Roads Planning Commission. The Planner should be involved in command discussions and also have the ability to look outside for best practices and needs. Furthermore, he or she should have the knowledge and skills to propose personnel, equipment and facilities based on sound statistical data.

The Department also received budget funding to hire a part-time Social Media Coordinator. This position will greatly enhance the Department's communication in the different Internet-based media sites. This communication has the opportunity to bring the Department closer to the citizens it serves.

## **Equipment**

Also mentioned in the 2014 Mid-Term Vision Plan was the following equipment needs.

Body Cameras and in-car cameras- The Department has installed in-car cameras in all patrol cars. Body cameras are now assigned to all patrol officers and sergeants and various other sworn personnel not in patrol. These cameras have been well worth the investment in many ways. Reviewing citizen complaints, officer's conduct, use of force situations, DUI enforcement, and identifying training needs are just some of the reasons.

Mobile Data Terminals- The Department is still actively pursuing this equipment as funds are available. (Update: In speaking with the Director of IT, mobile data computers may become a

thing of the past. Officers will still have a keyboard, but will transmit all data to a “mainframe.” Individual computers will no longer exist in the workstation

Automated vehicle locators- This has been purchased, installed and is operational.

New equipment needs:

Armored vehicle- This is something that has been long overdue. The Department has been faced with several incidents where sheer luck probably kept officers from getting hurt. This is not to imply bad tactics but that officers have to often deal with situations with what they have. An armored vehicle would limit those exposures.

New SWAT bus- The SWAT bus has been in service for over 14 years. It is time to update it to be able to carry the officer's tactical gear and equipment and even offer some ballistic safety. A new SWAT bus should be equipped with exterior compartments so officers can remove equipment without all crowding inside.

As has been suggested by the Strategic Plan, there should be a comprehensive schedule of replacement for all pieces of equipment. Even capital purchases should have a projected useful life and be placed on a calendar covering 15 to 20 years.

## **Facilities**

The Department is still in need of an indoor shooting range. The distance from PD Head Quarters to Franklin Range is virtually the same distance as to the Walter's Range. This is highly inefficient and there is no time cheaper than today to make this valuable investment. As the City continues to grow, there will become fewer viable locations. As the Department continues to grow, the need will become much greater.

As development continues in the Northern part of the City, the patrol duties should be consolidated to handle that growth and not drive all the way to the Godwin (Obici) corridor. A third Precinct to handle the Godwin area as well as the southern part of the City will also help the 1<sup>st</sup> Precinct consolidate its resources to just the downtown area. There is justification for this move as there has been a recent adjustment of patrol districts. The Department should look at the western edge of the Downtown area to establish that Precinct. This location would be central to the warehouse growth and Godwin Boulevard.

In both cases of the precinct and the range, the Department should not overlook the possibility to create a public-private partnership or work with neighboring jurisdictions to accomplish these goals.

In conclusion, the Department must continue to look forward to tomorrow while preparing for today. Technology is changing at a rapid pace and we have a sound foundation to continue to grow.

As stated earlier, the Department will be hiring a Police Planner this year. This person should use this document as a starting place for future planning. The Police Planner must look well beyond this city and state to see the best practices throughout the country. They should be given the opportunity to travel to different venues and trade events to bring back new ideas. The Police Planner should be able to evaluate all police data and determine utilization needs.

This Vision Plan will be updated quarterly to look at new internal and external factors that affect the Suffolk Police Department.