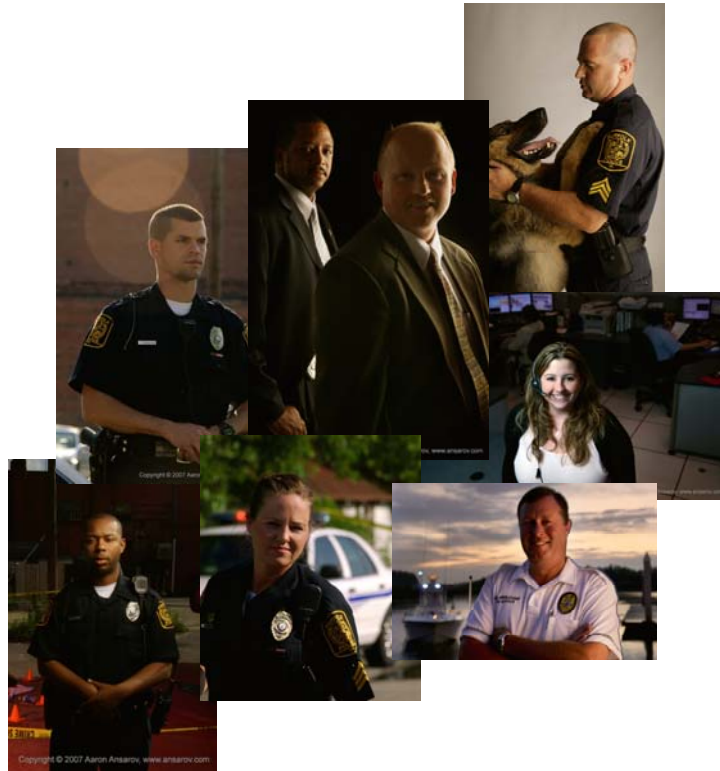


Suffolk Police Department



Vision Plan 2009-2019

Chief Thomas E. Bennett

Chapter 1: Introduction

The Suffolk Police Department is committed to providing quality law enforcement services to our citizens while proactively working to combat crime. Despite the fact that Suffolk is 432 square miles, our mission at the Suffolk Police Department is to provide small town service, by becoming familiar with the citizens that live in and traverse our patrol areas. We accomplish this by attending civic league meetings, establishing neighborhood watches, initiating and participating in community projects such as National Night Out, and assigning our officers to fixed patrol areas.

According to the City's two previous phone surveys, and our citizen feedback surveys, the Suffolk Police Department enjoys a high approval rating by its citizens. We believe in our mission statement, "Law enforcement excellence and public service through partnership with our community," and know that excellence can only occur when there is a focused plan to achieve it. To that end, our Department has developed a long term vision plan, which will serve to guide us through the next 5 to 10 years while enabling us to achieve our mission of excellence and continued partnership with our community.

The Department's vision statement focuses on staffing, training, and technology, all required components necessary to make Suffolk the premier law enforcement agency in Hampton Roads, and Virginia. Our vision plan has three areas of focus, to include human resources, equipment, and facilities. We want to hire the best, and afford them the necessary tools, training and technology to provide the excellent service our citizens have come to expect.

Our vision plan has utilized the City's 2026 Comprehensive Plan, research by police futurists and input from community and staff members, to aid us in assessing our needs of the next ten years. As one of the most rapidly growing communities in Virginia, despite the economic downturn of the last year and a half, it is imperative that we stay in step with the trends forecasted for our community and law enforcement. Once law enforcement services fall behind, criminality gains a foothold that is difficult to combat. We desire to stay ahead of the criminal element, anticipating their evolving tactics, and to have the staffing and technology necessary to meet the challenges head on.

The northern section of our city is a location where this is of vital importance. This area is bordered by Chesapeake, Portsmouth, and Newport News. Within miles of our border are neighborhoods that have been plagued by gangs for some time. Even in the City's Wynnewood, College Square and Scottsfield Estate communities, we are beginning to see an escalating gang population. This northern segment of Suffolk, adjacent to these communities, is one that is targeted for focused growth in our City's Comprehensive Plan. It is imperative

that we move quickly to address the growing gang and drug problem that has been observed.

Street robberies, burglaries and shootings in and around that area are more often being attributed to gang members. Our Uniform Patrol Officers, School Resource Officers and Neighborhood Enforcement Team have taken steps to address the growing gang phenomenon in this area. We have worked in conjunction with other police agencies, federal law enforcement authorities, and federal and local prosecutors to make an impact on gang members conducting illegal activity in Suffolk. We have also worked in the area of prevention, offering Gang Resistance Education and Training in our schools and gang awareness classes in our communities.

However, the current state of gangs in our community necessitates an even more aggressive stance to make an impact. Our immediate, short term need is for an additional Neighborhood Enforcement Team consisting of 5 officers, a sergeant, and a lieutenant to be allocated to the northern sector of the city. Our current team is overtaxed with central Suffolk's gang issues, as well as gang awareness program requests. While Suffolk, compared to other Hampton Roads cities, has a far more advanced program for dealing with gangs, we want to focus on preventing the further growth of this menace in our community. We cannot afford to wait until the problem becomes more serious to act.

There are a number of other trends and conditions which we have outlined below, that will necessitate further growth of our staff. We have considered a number of factors in developing this plan. Our plan calls for modest and incremental departmental growth that will allow us to maintain the level of service necessary to meet the ever changing and growing needs of our citizens.

We are certain that our vision for this Police Department will result in enhanced citizen safety, service, and most importantly, a continuation of the ability of our citizens to say "It's a good time to be in Suffolk."

Chapter 2: Environmental Scan

The Suffolk Police Department, in an effort to construct a long term vision plan, undertook an environmental scan. An environmental scan is a review of the pertinent trends that have the potential to impact our agency. Our environmental scan consisted of an examination of the following:

- Existing and anticipated demographic composition of citizens
- Anticipated population growth and increasing requests for service
- Increasing unemployment rates
- Geographic areas of expansion within the city as forecasted by the City's 2026 Comprehensive Plan
- Impact of mainstream media violence depicted in movies, television, video games and music on youth culture
- Geographic areas of residential growth and anticipated volume of growth as forecasted by the City's 2026 Comprehensive Plan
- Areas of current and projected roadway and intersection deficiencies as evidenced by lack of capacity, congestion and forecasted by the City's 2026 Comprehensive Plan
- Commitment by the City to increase pedestrian traffic within identified mixed use core and core support districts
- Continuing trend of lack of available resources for the mentally ill, and their resulting regular contact with law enforcement
- Commitment of City to enhance public safety by setting aggressive goal staffing levels at 3.0 per 1,000 citizens
- Increased use of the internet as a means of committing criminal activity, both locally and globally
- Continuing threat of terrorism, both domestic and international
- Focus group input of employees, other agencies and citizens, designed to solicit input on our police planning initiative

Each of the above factors has the potential to escalate the need for increased law enforcement services to meet the demands of our evolving community. A review of these factors is included below, along with their potential impact on law enforcement service. This will be followed, in a subsequent chapter, by a plan that outlines the corresponding goals and objectives necessary to meet the anticipated service demand.

1. Existing and anticipated demographic composition of citizens

Nationwide, projections for demographic shifts include declining birth rates, an aging population, and accelerated immigration from countries such as Haiti, Mexico, Cuba, Eastern Europe, Russia, Middle East, China

and Singapore. Locally, we can statistically verify that the City is experiencing an increase in Hispanic citizens to Suffolk, and the targeting of non-English speaking, Hispanics, for home invasion robberies and other types of crimes. This is particularly true for the northern end of Suffolk.

Efforts have been made to reach this community through crime prevention and outreach programs, and directed patrols, but with limited success. This population traditionally refrains from using conventional banking institutions, resulting in having large sums of cash around payday. This phenomenon is not just seen in Suffolk, but is rather a nationwide trend.

Declining birthrates and an aging of our population offer another set of problems. Seniors are the fastest growing segment of users on the Internet. Consequently they are also the fastest growing segment of victims of online scams and identity theft. These crimes are often vastly underreported due to the victim's embarrassment. Seniors will be increasingly victimized by online predators, likely causing a corresponding increase in cyber crimes, and crimes in general.

While the population as a whole is aging, City planners estimate the addition of 1,545 juveniles between middle and high school age will be added to Suffolk's population between 2006 and 2011. Another 1,543 juveniles in the same age bracket will be added to Suffolk's population between 2012 and 2016. According to the Weldon Cooper Center, the most recent 2008 population estimates by age and gender are found below:

2008 Population Estimates By Age and Gender

	Total	10-14 years	15-17 years	18-19 years	20-24 years
Female	42,877	2,942	1,966	996	2,987
Male	39,029	2,740	1,950	1,289	2,663
Total	81,906	5,682	3,916	2,285	5,650

Source: Weldon Cooper July 1, 2008 estimates

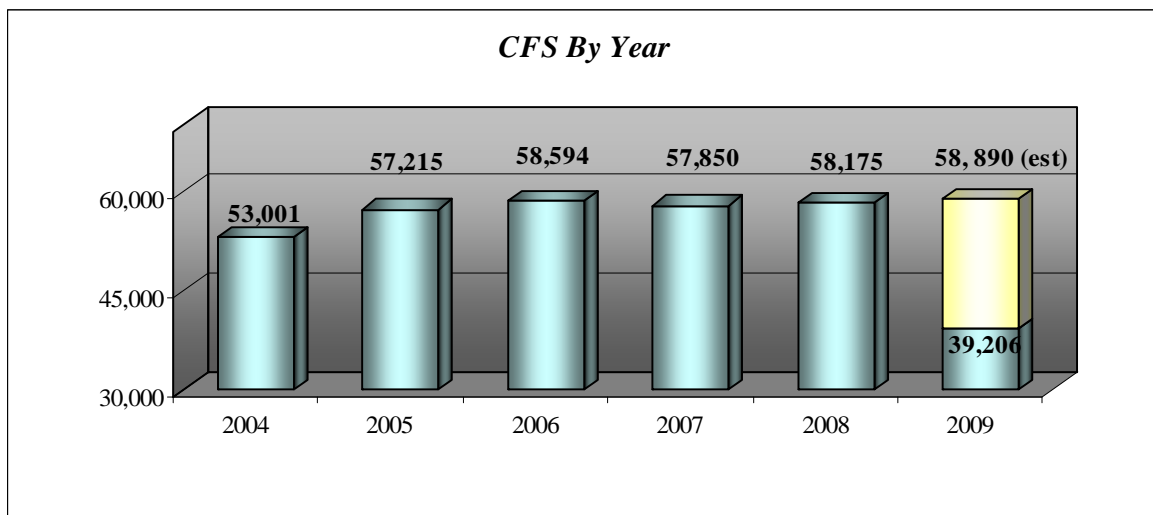
Approximately 15% of the population of males within the City fall within the age brackets of 15-24, the bracket that is statistically most likely to be involved in criminal activity.

2. Anticipated population growth and increasing requests for service

According to the Weldon Cooper Center, the City of Suffolk population estimates for 2008 are 81,907. This represents a 28% increase since the Census was taken in 2000. Population growth is occurring in large part, due to the large number of new residential homes being built. With the recent downturn of the economy which began in 2008 and continues

today, new home permits have dramatically decreased. However, as the economy recovers we can anticipate moving back towards the City's projected 1,000 residential permits per year.

The inevitable consequences of population growth are an increased number of calls for service and an increased number of reported crimes. Calls for service reflect the number of citizen calls coming in to our Communications Center on a daily basis. As you will note from the following chart, 2008 showed an increase in calls for service from 2007. Current year to date Calls for Service are 38,422. If the pattern continues in the manner it has, we would expect the end of year Calls for Service to be 58,924, an increase of 1.29% over the previous year.



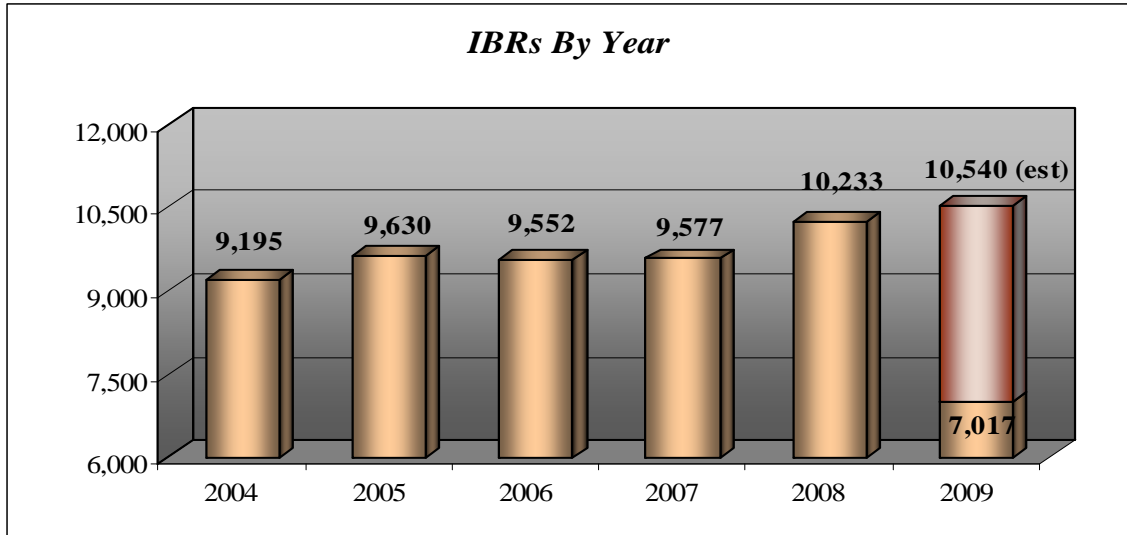
Calls For Service Non Self-Initiated					
<i>Non Self-Initiated Calls for Service</i>					
	2004	2005	2006	2007	2008
# of Calls	53,001	57,215	58,594	57,850	58,175
<i>Annual Percentage Change</i>					
	2004-2005	2005-2006	2006-2007	2007-2008	4 yr Overall Change
Non- Self Initiated	7.95%	2.41%	-1.27%	0.56%	2.41%

Increasing calls for service, while creating the need for additional police staff, also increases the need for additional Communications personnel. The Emergency Communications Center (ECC) receives citizen calls for service for all emergencies involving police, fire and rescue services. The non-emergency number is often used by citizens who are not sure which branch of government they need to call, thus increasing the calls into our call center. In addition, the ECC is often called after hours for other government services.

Currently, the Department needs to split the existing dedicated Fire Channel to accommodate multiple fire and rescue incidents. When there is a working fire, a dedicated channel, and Communications Operator is necessary to ensure prompt dispatching of resources. Because these incidents involve dispatching multiple units, stations, and even requesting help from other jurisdictions, a dedicated Communications Operator is necessary to conduct this operation efficiently. Simultaneously, another channel would be needed to handle all other fire and rescue calls and radio traffic. At this time, a single Communications Operator is required to handle both the working fire and any other fire and rescue dispatch that comes in during that time. Splitting the channel would resolve any complications that would be caused by an operator working more than one incident.

We also anticipate the need to split the police radio channel between the northern and downtown sectors. Despite the use of voiceless dispatching through our in-car Mobile Data Terminals, the number of officers vying for the police channel has increased. In order to safely conduct police dispatching operations, there will be a need to split the police channel within the next five years.

In addition to increased calls for service, we also anticipate increased reports of criminal activity. Incident Based Reports (IBR) are reports of criminal activity occurring in our jurisdiction. As you will note from the chart below, our IBR reports are also up from last year and have been trending upward since 2006. Current year-to-date IBRs are 6,853. If this trend continues, we would expect 2009's IBR's to be 10,510, an increase of 2.7% from the previous year.



IBRs Trend Analysis					
<i>Number of IBRs By Year</i>					
	2004	2005	2006	2007	2008
# of IBRs	9,195	9,630	9,552	9,577	10,233
<i>Annual Percentage Change</i>					
	2004-2005	2005-2006	2006-2007	2007-2008	5 yr Overall Change
	4.73%	-0.81%	0.26%	6.85%	2.76%

3. Increasing unemployment rates

According to the Bureau of Labor Statistics, the unemployment rate is rising nationwide, and Suffolk is no exception. The below chart depicts Suffolk as having a slightly higher unemployment rate than Virginia, but better than the nation as a whole.

Unemployment Rates

	Suffolk	Virginia
June 2008	4.2	3.9
June 2009	7.3	7.2

Source: Bureau of Labor Statistics

While economic recovery is sure, it is likely to be slow, and higher unemployment rates tend to result in higher crime rates, as people resort to whatever means necessary to survive tough economic times. The below chart depicts the City of Suffolk crime rate year-to-date, as of July 31, 2009.

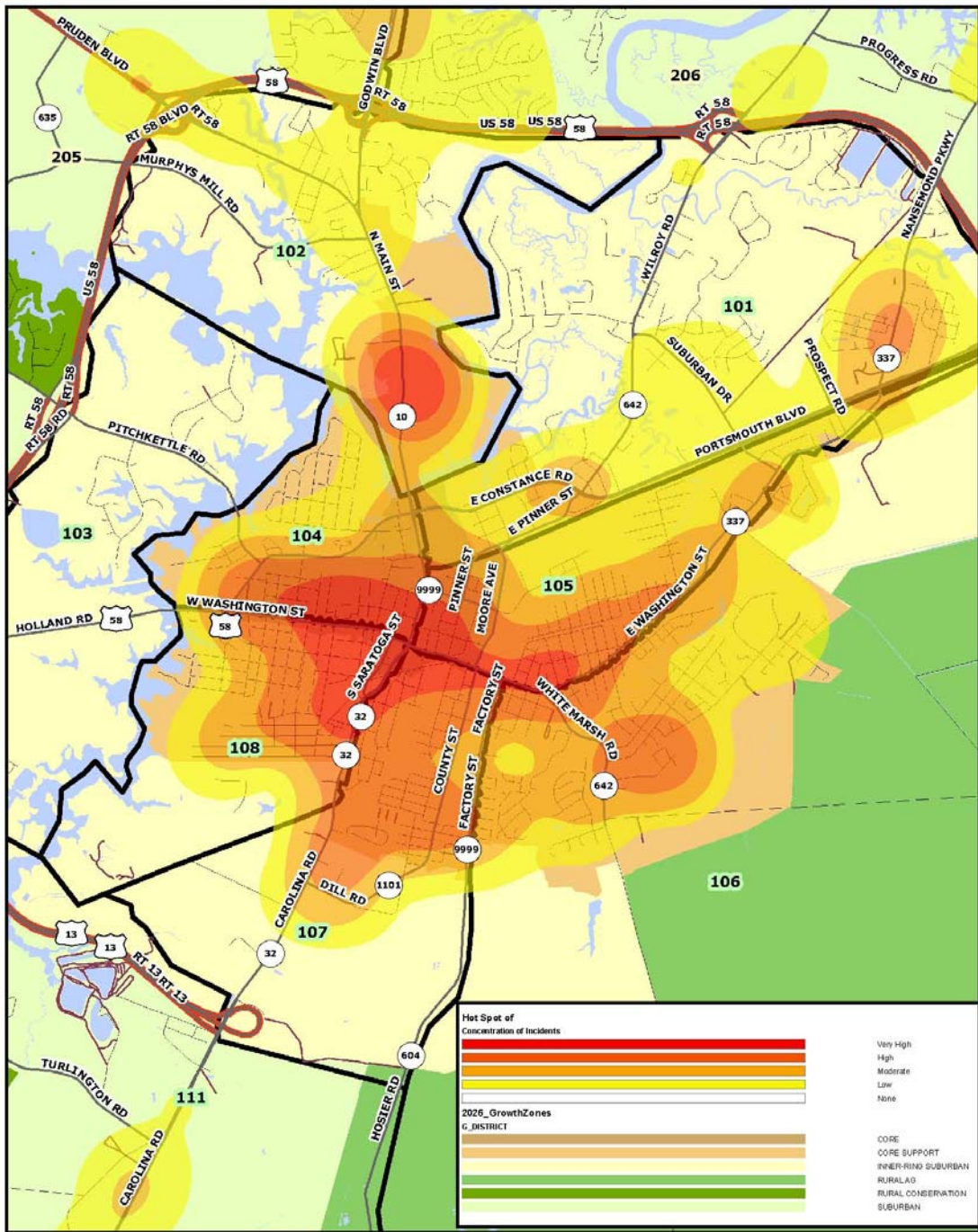
As you will note, Suffolk is predicted to experience an overall growth in crime rate of 4.2% by the end of the year. Major spikes in crime have occurred in the areas of forcible sex offenses, burglary and arson.

Offense	YTD 2008	YTD 2009	% Difference
Homicide	3	3	NC
Forcible Sex Offenses	40	54	35.0%
Robbery	50	54	8.0%
Aggrv. Assault	95	88	-7.4%
Burglary	168	261	55.3%
Larceny	947	958	-1.2%
M. V. Theft	85	53	-37.6%
Arson	13	30	131%
Total	1402	1501	7.1%
Part 1 : End of Year	2492	2596	4.2%

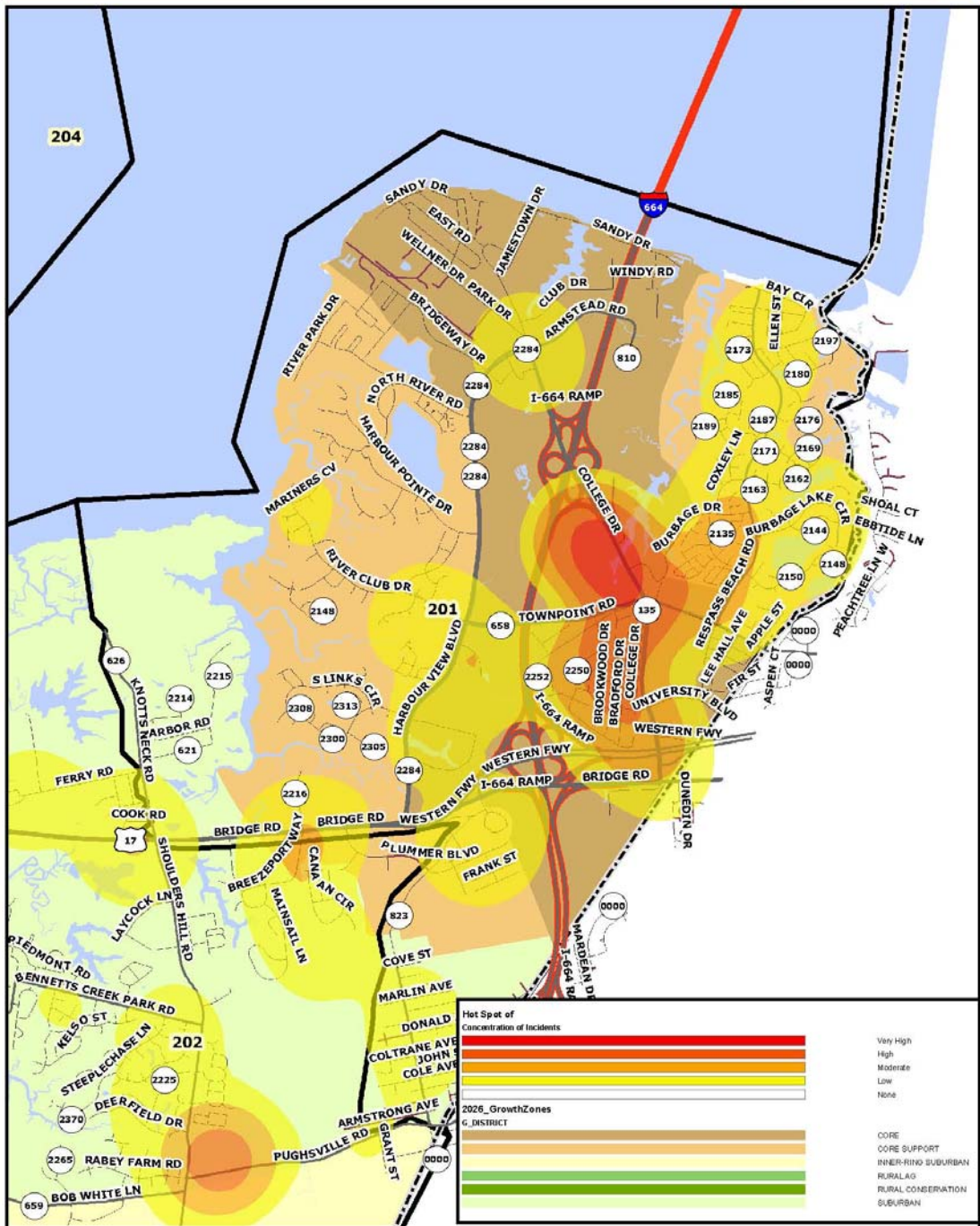
4. Geographic areas of expansion within the City as forecasted by the City's 2026 Comprehensive Plan.

The City's focused areas of growth are located in the central and northern segments of the City. Coincidentally, those are also the areas that have the highest crime rates. The following maps show hot spot activity concentrated in the core and core support areas of both the northern and central focused growth areas. As you will note from both maps, the most significant areas of crime fall in the center of the focused growth areas.

Downtown: Growth Areas/Hotspot Map



North Suffolk: Growth Areas/Hotspot Map

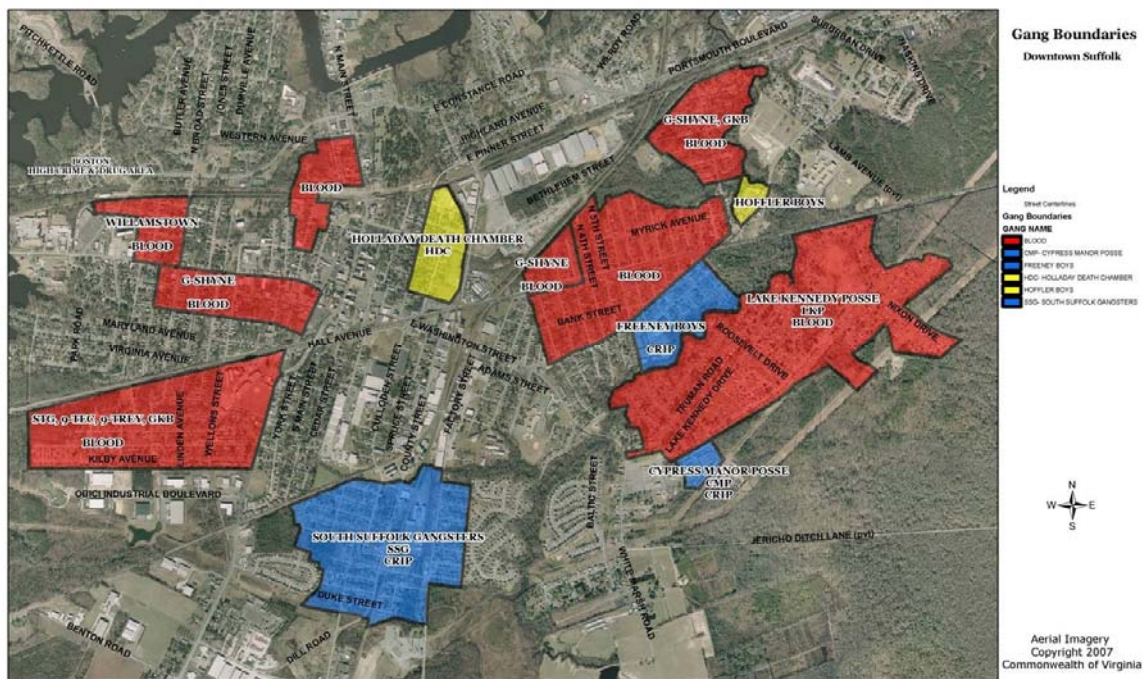


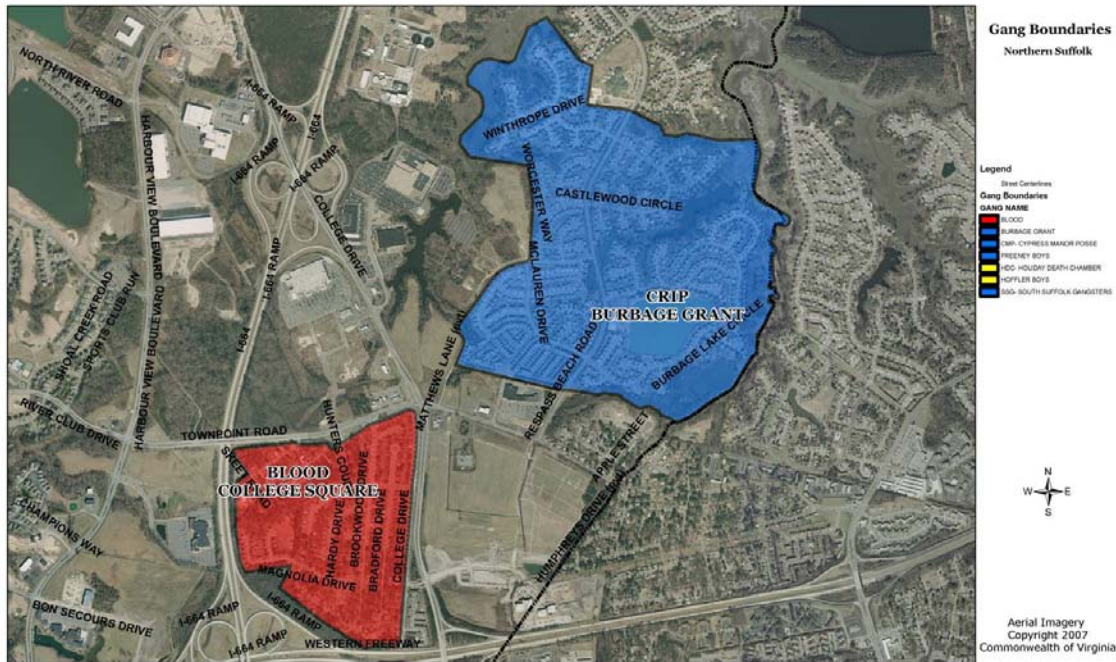
5. **Impact of mainstream media violence depicted in movies, television, video games and music on youth culture.**

You do not have to look far to find evidence of the impact of media violence on our youth culture. Video games like Doom and Mortal Combat, according to the American Psychological Association, can increase the violent tendencies of our youth by causing them to practice violent solutions to conflict resolution. These types of games go so far as to reward players for killing people like the police, prostitutes and bystanders using a wide range of weapons.

Music, likewise, has glorified the violent cultures of gangsters, with lyrics that promote drug dealing, domestic violence, rape, and killing the police. Consequently, we are seeing youth of all ages, races and social strata becoming involved in gangs within our community. This is no longer a west coast problem, but now a nationwide problem, as small towns and cities aggressively combat the tidal wave of violence that is sparked from gang involvement. Suffolk has been very aggressive in its approach to gangs, but more is needed.

The next two maps represent the neighborhoods in which we know gangs have an established presence.





6. Geographic areas of residential growth and anticipated volume of growth as forecasted by the City’s 2026 Comprehensive Plan.

According to City planners, there are 14,925 residential lots approved for development. Of that number 7,308 have been developed and a remaining 7,617 have yet to be built. The Comprehensive Plan also included population and housing estimates for 2007 through 2011. Significant population and residential housing units are estimated for years 2007 through 2016. See Attachment C. While the slow down of the economy has impacted these projections, economic recovery will stimulate growth.

7. Areas of current and projected roadway and intersection deficiencies as evidenced by congestion and forecasted by the City’s 2026 Comprehensive Plan.

The City’s 2026 Comprehensive Plan outlines very clearly the roadway corridors upon which the City is planning for future growth. The planned growth corridors are as follows:

- Carolina Rd to the 13/32 split
- Holland Rd West of the Southwest Bypass
- Pruden Blvd West to Kings Fork
- Godwin Blvd. to Kings Fork
- White Marsh Rd./Hosier Rd.
- Nansemond Pkwy.

- Shoulder's Hill Rd
- Bridge Rd.
- Harborview Blvd.
- College Dr.

Of these growth corridors listed, the following roadways are listed as capacity or geometrically deficient, meaning they are not capable of handling the existing traffic flow:

- Nansemond Pkwy
- Shoulder's Hill Rd.
- Holland Rd. (Suffolk Bypass to Kenyon Rd)

Currently, congestion exists at other growth corridor intersections such as:

- Shoulders Hill and Nansemond Pkwy.
- Godwin Blvd. and Pruden Blvd.
- Shoulders Hill Rd and Bridge Rd.

Lowered capacity, and increased congestion is a formula for increasing accidents. Suffolk continues to rank in the top 3 in Virginia for fatalities per 1,000 licensed drivers, according to 2008 traffic crash data. As you will note from the below chart, as the City's population has increased, there has been a general upward trend of traffic crashes.

Year	Number of Traffic Crashes	Population
2002	1755	69,799
2003	1915	73,460
2004	2158	76,529
2005	2113	78,994
2006	2216	79,362
2007	2361	81,071
2008	2231	81,209

The below chart depicts the top ten accident locations in 2008 and 2009 year-to-date. Of the roadways listed, those highlighted in yellow are focused growth corridors, along which the City expects the greatest amount of development. As you will note in 2009, eight of the ten roads listed as top crash areas were along focused growth corridors. 22% of all traffic accidents within the city occurred along these roadways. In 2008, seven of the ten roads listed as top crash areas were along focused growth corridors, and accounted for 23.5 percent of all traffic crashes.

**Top 10 Accident Locations
YTD 2009 (8/31/2009)**

Rank	Road	Number of Accidents
1	N Main St	50
2	Holland Road	42
3	Godwin Blvd	40
4	Route 58	38
5	Portsmouth Blvd	30
6	Bridge Road	27
7	Whaleyville Blvd	23
8	Pruden Blvd	19
9	Nansemond Pkwy	16
10	College Dr	16
Total Number of Accidents in Top Ten		301
Total Number of Accidents YTD		1368
Percentage of Top 10		22.0%

**Top 10 Accident Locations
2008**

Rank	Road	Number of Accidents
1	Holland Road	92
2	Route 58	72
3	Godwin Blvd	70
4	N Main Street	59
5	Bridge Road	54
6	Portsmouth Blvd	46
7	Carolina Road	44
8	Whaleyville Blvd	33
9	College Drive	30
10	Pruden Blvd	25
Total Number of Accidents in Top Ten		525
Total Number of Accidents		2232
Percentage of Top 10		23.5%

Many of these corridors, based on the zoning of the property, will experience increases in both personal vehicles and more particularly, truck traffic. Warehouse distribution centers are at the center of this expected increase in truck traffic. Commercial motor vehicles, when

involved in crashes, are more likely to cause more significant injury and property damage, to the parties involved.

Excessive speed also continues to be a significant contributor to traffic crashes. More targeted speed enforcement, commercial motor vehicle enforcement and driver education are needed to reduce fatalities and reduce crashes in the focused growth areas.

8. Commitment by the City to increase pedestrian traffic within identified mixed use core and core support districts.

The City has a vision to reduce reliance on automobiles by creating “core support districts and mixed use residential core” communities with access to necessities within walking distance. These high density communities are in areas with the highest crime rate. Increasing pedestrian traffic in these areas will increase the potential vulnerability of these citizens to crime. Citizens need to feel safe if they are to make the choice to walk to the corner market or the dry cleaners. High visibility patrols such as foot and bicycle beats are necessary in these areas, to reduce citizen vulnerability and enhance their sense of safety while walking.

9. Continuing lack of available resources for the mentally ill, and their resulting regular contact with law enforcement.

Since the trend began towards de-institutionalizing the mentally ill, the jails and prisons have become the unintended warehouses for the mentally ill. Officers are frequently tasked with transportation of the mentally ill on emergency custody orders, or responding to calls for service involving the mentally ill. These citizens are re-contacted with regularity because they often do not receive the care or follow-up that they need due to an overburdened mental health system.

A temporary detention order requires that an officer transport a person to a mental health facility in order to be evaluated. If bed space is not found locally, officers must drive the person to another city, even as far as southwest Virginia. These calls for service are huge drains on staffing. In addition, the officers have limited training on how to effectively identify and deal with the mentally ill. More staffing and additional training is necessary for us to meet the transportation mandates set forth by Virginia state law.

10. Commitment of City to enhance public safety by setting aggressive goal staffing levels at 3.0 per 1,000 citizens.

According to the 2026 Comprehensive Plan, the ultimate target goal for the city is to adopt an aggressive staffing level of 3.0 officers per 1,000

citizens. Nationwide, in 2007, the average number of police officers per 1,000 citizens was 2.3, and in the southern region it was 2.6 officers.

The City's projected population in 2011 will be 88,176. At a staffing level of just 2.5 officers per 1,000 citizens, the Department would require an additional 41 officers in the next two years to meet this requirement. In 2016, the City has projected a population of 100,599 citizens. At a 2.5 staffing level, the City would need to add another 72 officers in the next seven years to meet this standard. Suffolk is an unusual city because of its land mass. A more aggressive staffing level is necessary to achieve the necessary response times on calls for service, and appropriate clearance rates on crimes investigated. The below chart shows staffing levels based upon projected populations and varying staffing level targets.

Staffing Target Level Current: 179 officers	Present Population 81,907	2011 Projected Population 88,176	2016 Projected Population 100,599
2.2 officers per 1,000	180 officers	194 officers	221 officers
2.5 officers per 1,000	205 officers	220 officers	251 officers
3.0 officers per 1,000	246 officers	265 officers	302 officers

11. Increased use of the internet as a means of committing criminal activity, both locally and globally.

The internet is an excellent tool and has changed the way Americans do business. However, with any new tool, there comes an opportunity for a segment of society to use it for illegal purposes. Seniors were previously mentioned as a group ripe for targeting by internet predators. However, our youth are also frequently interacting with people they do not know, through Internet chat rooms and gaming sites.

Parental supervision of internet activity is often lacking. Use of the chat rooms by pedophiles, to troll for victims, is a modern day reality. Child pornography is regularly traded on the Internet by those who feel they are protected by their anonymity. Even our legislation has not kept pace with the technology available.

Terrorists, narco-traffickers, prostitutes and criminal organizations are utilizing this high speed, global information highway as a means to facilitate illegal activities. Frauds perpetrated through sites such as Craig's List, Ebay and the like are rampant. Criminal hacking of computer data bases has led to scores of identity theft victims. Our police department must be prepared to confront this type of crime with the technology, the training and the staffing to address it successfully.

12. Continuing threat of terrorism, both domestic and international.

The further we move from the events of September 11, 2001, the safer we feel as a nation. However, the contrary is, in fact, true. Police futurists predict the likelihood that weapons of mass destruction will be used against the United States or its allies in the future. In that vein, law enforcement and the fire service continue to work on issues of preparedness, routinely conducting tabletop exercises and updating policy and emergency preparedness plans.

While critical, the Department has focused on priorities in other areas, out of necessity. Our Department must refocus to the issues of Homeland Security and emergency preparedness to ensure the safety of our citizens.

13. Input of employees, other agencies and citizens, in the form of focus groups, designed to solicit input on our police planning initiative.

The Department conducted a number of focus groups that included input from employees, citizens, business owners and other agencies that work closely with the Department. There were a number of themes that resonated throughout the focus groups. Participants were asked to enumerate the challenges that faced the Suffolk Police Department, as well as any staffing, equipment and facility needs. A detailed synopsis of each focus group is provided as Attachment A. However, the following information is an overview of the most repeated themes throughout the focus groups.

Challenges

- Elderly victimization
- Gang related crime
- Narcotics related crime
- Internet/technology related crime
- Growing population/increased development
- Demands from mental health system
- Need for more proactive police patrol
- Higher demand for services

Staffing Needs

- Walking beats
- Bicycle Patrol
- NET officers
- Patrol staffing
- Another dispatcher for split radio channels

Equipment Needs

- Additional and replacement mobile data terminals for officers and detectives
- Radio room console

Facility Needs

- Range
- Regional academy
- Gym
- Internal training facility
- New precinct near Godwin Blvd.

Chapter 3 Ten Year Vision Plan

In order to ensure that we meet the increasing demands that were identified in the environmental scan detailed above, our plan incorporates three areas to include human resources encompassing staffing and requisite training, technology and equipment resources, and facilities.

1. Human resources

Human resources are the cornerstone of law enforcement. Without adequate staffing and training, we cannot ensure the appropriate levels of service necessary to prevent, detect and solve crime. Based on our environmental scan noted above the following goals and objectives are noted.

Immediate Need

3.1.1 Goal: Establish northern Suffolk NET unit

As mentioned in the environmental scan above, gang participation is on the rise in the City of Suffolk. We have been comprehensive and aggressive in our efforts to prevent, investigate and prosecute gang related crime. However, due to the geographic nature of our city, it is impossible for our existing Neighborhood Enforcement Team to address every gang in every portion of the City.

To that end, we recommend the addition of a northern end NET unit, whose particular focus would be the prevention, detection, investigation, and suppression of gang related activity in Sector 2.

Objective 1: Request for mid-year budget adjustment to add five officers, one sergeant and one lieutenant for assignment to northern Suffolk.

Year 1 through Year 10

3.1.2 Goal: Increase uniform patrol staffing to meet response time goals and 2.5 officers per 1,000 target staffing goal as established by the City's 2026 Comprehensive Plan.

The Department's response time goals are seven minutes for a Priority one call, ten minutes for a Priority two call, and twenty minutes for a Priority three call. An example of a Priority One call would be a bank robbery in progress, or a burglary in progress. A Priority Two call would be an alarm call, a fight in progress, or a

domestic disturbance. An example of a Priority Three call might include a larceny not in progress, a report of threatening phone calls or something similar. A study of response time data year- to-date reveals the following facts:

- In our downtown sector, 146 (28%) of the 518 Priority One calls for service did not meet the seven minute response time goal.
- In our northern sector 102 (33%) of the 309 Priority One calls for service did not meet the seven minute response time goal.
- In our downtown sector, 2,055 (24%) of the 8,425 Priority Two calls for service did not meet the ten minute response time goal.
- In our northern sector, 1,924 (36%) of the 5,342 Priority Two calls for service did not meet the ten minute response time goal.
- In our downtown sector, 896 (11%) of the 7,905 Priority Three calls for service did not meet the twenty minute response time goal.
- In our northern sector, 764 (17%) of the 4,434 Priority Three calls for service did not meet the twenty minute response time goal.
- In order to meet all priority response time goals for the downtown sector, there should be twelve officers working each shift. This would allow each patrol zone to be filled. During 2009, there was an average of eight officers working each shift, a deficit of 4 officers per shift.
- In our downtown sector, the average of all Priority 3 calls for service is 32 minutes, 12 minutes off of our 20 minute response time goal. In our northern sector, the average of all priority 3 calls for service is 47 minutes, 27 minutes higher than our 20 minute response time goal.
- In order to meet all priority response time goals for the northern sector, there should be ten officers working each shift. This would allow for each patrol zone to be filled and some patrol zones with extra staffing due to call volume. During 2009 there was an average of six officers working per shift, a deficit of four officers per shift.

Based upon the City's goal to have 2.5 officers per 1,000, and to meet the response time goals set forth by the Department, we will plan to add three new officers per year for allocation to uniform patrol squads. This figure could require adjustment based upon continued increased calls for service.

Objective 1: Submit budget request for three patrol officers annually for each of the ten years of the plan.

Year 1

3.13 Goal: Expand Emergency Communications Section

The current Emergency Communications Section is in need of expansion to accommodate the need to split the fire channel between working fires and other fire and rescue dispatches as previously noted. This would involve the addition of four Communications operators and the requisite equipment. These additional positions would allow each shift to have eight operators with a minimum of five on duty at any given time, with a supervisor present to oversee the operation. We plan to budget for two positions in Year Two and two positions in Year Three

Objective: Submit budget request for four Emergency Communications Operators.

Year 2

3.1.4 Goal: Establish civilian Intelligence Analyst position

The Department has sophisticated intelligence software that is used to record all information on criminal activity coming into the Department for which there is not an active investigation. This repository has been invaluable in the development of search warrants and the prosecution of cases. It is used heavily by Criminal Investigations, Special Investigations and NET staff. However, the Department desires to move towards an Intelligence Led policing environment, where intelligence information is proactively sought, analyzed and distributed for the purpose of earlier detection of criminal activity.

This function is best accomplished by a civilian analyst who could serve in a dual role of both Intelligence Analyst and Crime Analyst. Civilians with degrees in this field are plentiful and the position would be more quickly and easily filled. This position can assist our already overburdened Crime Analyst by providing crime data to our northern end patrol officers. However, their primary function would be to mine available data sources such as My Space, Facebook, Craig's List and other open source data bases for information on suspects in criminal activity.

Historically, we have found that the Internet creates a false impression of anonymity, causing people to share pictures and

information they would not otherwise share with strangers. This intelligence function is being accomplished as needed and requested, but to a very limited extent.

Objective 1: Submit budget request for Intelligence Analyst Position.

Objective 2: Complete Job Analysis Tool for position.

3.1.5 Goal: Increase Police Records Technicians staff to staff precincts for 16 hour per day service.

Police Records Technicians are the front line of citizen service in our three police buildings, to include Headquarters, Sector I and Sector 2. They are the face of the Police Department, when a citizen arrives at one of our facilities. Unfortunately, there are not enough available Records Technicians to staff our buildings as needed.

Our Headquarters building is staffed 24 hours a day. However, when our sectors are not staffed, the building is locked and citizens are greeted with a sign asking them to respond or call our Headquarters. Our desire is to have Records Technicians in our precinct 16 hours per day. This will allow citizen walk-ins from 8am to midnight, seven days a week. This is particularly desirable at Sector II where there is no other police facility in the nearby area.

We are requesting the incremental addition of Police Records Technicians in Year One and Year Four to enable us to achieve this level of service.

Objective 1: Submit budget requests in Year One and Year Four, for two Police Records Technicians

3.1.6 Goal: Establish Police Records Tech/Transcription Position

With the advent of our new Police Headquarters building, our Department is able to conduct electronically recorded statements of our suspects in criminal cases. Prior to this system, our detectives would have to hand-write the statements of suspects, which could be as long as 20 pages or more. Interviews can be as long as four to six hours dependant upon the nature of the case. Our new system generates cost savings by allowing us to reallocate the detectives' time to investigation. However, it also results in existing support staff being tasked with transcription of these recorded statements.

While the staff is able to currently absorb this task, based on present workload, we anticipate this to be a need in our near future. As our Investigations unit increases, and as arrests increase, so does the need for a full time transcription position. This "Clerk-Typist" position would be solely responsible for the transcription of electronically recorded statements. The Department recorded 761 case files in 2008. Most of these would contain at least one statement required for transcription. Transcribing a statement is much more time consuming than typing from a normal written statement, generating the eventual need for an additional support staff position.

Objective 1: Submit budget request for Police Records Technician/Transcription position.

Objective 2: Complete Job Analysis Tool for position.

3.1.7 Goal: Establish downtown sector detectives.

The Department currently has two detective positions assigned to work the northern end as precinct detectives. Their focus is to work northern end property crimes and relieve some of the burden of initial response off of uniform patrol and the rest of our detectives. The positions are designed to operate out of the sectors, so as to become familiar with the officers, the citizens and the geographical area to which they are assigned.

These types of positions enhance the customer service of our department and enhance clearance rates. Due to staffing levels, we have been unable to fill these positions. However, we anticipate, due to recent hiring, we will be able to fill them in the near future. Since our burglary rate has been much higher this current year, and our clearance rates have been lower than normal (see below chart), the Department predicts that adding detectives to our sectors will lead to faster arrests, and higher clearance rates of burglaries.

Clearance By Offense – YTD July 31, 2009										
	Homicide	Forcible Sex Offenses	Robbery	Aggravated Assault	Burglary	Larceny	M. V. Theft	Arson	Weapons Offenses	Drug Offenses
Arrest	0	19	9	35	38	133	11	3	47	190
Exception	2	14	3	1	4	93	6	0	13	26
Open Cases	1	12	9	5	39	87	7	22	11	28
Pending Warrants	0	2	2	5	4	16	3	0	2	5
Inactive Cases	0	7	31	42	176	629	26	5	4	11
Total Number Cleared	2	33	12	36	42	226	17	3	60	216
Total Offenses	3	54	54	88	261	958	53	30	77	260
Total % Cleared	66%	61%	22%	40%	16%	23%	32%	10%	77%	83%

Objective 1: Submit budget requests for two detective positions.

Objective 2: Obtain entry level training for two detectives.

Year 3

3.1.8 Establish Community Resource Officer unit

With the development of the focused areas of growth concept, the Department took note of the anticipated high-growth areas, and what would be needed to effectively develop and maintain a relationship with these areas. To that end, we seek to develop a Community Resource Officer. These officers would be responsible for attending civic league meetings, ensuring the department is aware of citizen concerns. They would also be responsible for providing training to communities on the issues of crime prevention, and personal safety, setting up neighborhood watches, and coordinating the Department's National Night Out events. Finally, they would be tasked with operating a targeted foot and bicycle patrol of focused growth areas, in conjunction with patrol officers.

Because of the nature of the mixed use core, and core support districts, with a view towards decreasing reliance on automobile travel, a more concentrated neighborhood focused unit would be necessary. Their primary focus while on foot and bicycle patrol would be to enhance the sense of safety of pedestrians, shop owners, while patrolling these high density areas. We currently have one officer tasked with the aforementioned functions. We recommend the addition of three more. Two officers would be deployed to the northern focused growth area, and two officers

would be deployed to the central focused growth area. One sergeant would be necessary to supervise this unit. The current supervisor already oversees twelve other employees operating in various capacities in the Special Operations Unit and would be unable to absorb this additional supervisory requirement.

Objective 1: Submit budget request for three Community Resource officers and one sergeant.

Objective 2: Obtain patrol biking training and certification for three officers.

Year 4

3.1.9 Goal: Establish Traffic Unit

As previously noted in our environmental scan above, accidents are major problems, specifically in many of the focused area growth corridors. Many of these corridors are adding high numbers of residential traffic and/or truck traffic based on the current development plans. As these roadways reach or exceed capacity, accidents will become an even greater problem, and we project that the seriousness of these accidents will also increase. Suffolk, is one of the top three jurisdictions, for fatalities per 1,000 licensed drivers and has consistently been in the top three for at least the last five years.

Speeding is one of the major causes of accidents in general. We project the need for a traffic unit, to conduct targeted, proactive patrol and enforcement of these growth corridors with the express intent of reducing speeds and altering driver behavior. This unit would be tasked also with coordinating proactive criminal interdiction operations, as well as DUI checkpoints, and speed complaints. In addition, they would be trained in doing fatality investigations and would be responsible for coordinating public awareness campaigns for safe driving, seatbelt usage and the like.

We currently have one officer tasked with doing some of the aforementioned tasks, but his scope is very narrow, mostly focused on speeding complaints. The Traffic Unit would absorb the Motor Carrier Unit and Parking Enforcement staff, and would require a sergeant to supervise the unit's personnel.

Objective 1: Submit budget request for two officers and one sergeant.

Objective 2: Provide fatality investigation training for two officers.

3.1.10 Goal: Establish planning position

Since 1997, the Department has routinely engaged in strategic planning and vision planning initiatives. These functions have previously been handled by the Department's Administrative Analyst. However, the analyst has also been tasked with a number of other functions to include grant writing, grant monitoring, and overseeing of grants for the rest of the City. He has also been tasked with policy writing and technology research. This has reduced his capacity to focus on planning, as priority need for our Department. In order for the Department to be well prepared to handle future trends in Criminal Justice, a position, solely focused on police planning is necessary.

Ideally this position would be someone with an urban planning background who would be responsible for conducting law enforcement futurist research and able to soundly project needs for our police department for ten years out. The position would also be responsible for the development, maintenance and review of our Strategic Management Plan and longer term Vision Plan. Finally, the Police Planner would be responsible for utilizing sophisticated "queuing" models to project our staffing needs based on existing trends and goals.

Objective 1: Submit budget request for civilian Police Planner

Objective 2: Submit Job Analysis tool for Police Planner position.

Year 5

3.1.11 Goal: Establish northern sector Narcotics Unit

Our narcotics unit is responsible for the investigation of all vice and narcotics complaints, both short and long term. They focus on street narcotics dealers, as well as mid and high level drug suppliers. Their investigations are lengthy, many times taking months to complete. They are also responsible for conducting any search warrants pursuant to these investigations. Minimum staffing necessary to safely conduct undercover purchases and search warrants are five officers and a supervisor.

Our current narcotics unit, which currently consists of five investigator positions, a sergeant and a lieutenant, has a primary focus in the central Suffolk area. They have little opportunity to

move their focus north, due to the plentiful supply of investigative targets and confidential informants in the downtown area. However, we are keenly aware of the bleed over of narcotics traffic in the northern end of Suffolk from adjacent cities such as Portsmouth, Chesapeake and Newport News. Much of this goes uninvestigated and undetected, due to a lack of available staffing.

In order to effectively investigate complaints of narcotics trafficking in the northern end of Suffolk, we are planning for an additional narcotics unit, to be deployed in the northern sector of Suffolk.

Objective 1: Submit budget request for five investigators and one sergeant

Objective 2: Obtain drug investigations training for five investigators and 1 sergeant.

Year 6

3.1.12 Goal: Establish Cyber Patrol position

As previously stated in the environmental scan section of the plan, the use of the Internet for illegal activity is on the rise. Identity theft, fraud, child pornography, human trafficking, narco-trafficking, gang recruitment, and prostitution are more easily facilitated by use of the Internet. The perceived anonymity of the Internet provides the illusion of safety for persons engaging in illegal activity. Police Department's nationwide have had to catch up with new types of crime facilitated by Internet usage.

Currently our Department has one position allocated to computer crimes. This person is not only responsible for crimes pertaining to Internet usage, but also for forensic examination of computers. Forensic examination involves collecting evidence from the computer, a very complicated task because many of the offenders are savvy in encryption and hiding their evidence. We anticipate that forensic examination will be almost a full time position within the near future, as the position right now is already backlogged with requests for examination.

The Department also desires to move towards a more proactive patrol of the Internet for the purpose of detecting cyber predators. This could include regularly monitoring Craig's list for prostitution listings, chat rooms for sexual predators or other online forums for human trafficking violations. The Department would also like to be a participating party in the Internet Crimes Against Children

program, which requires a proactive patrol for online sexual predators.

3.1.13 Goal: Establish Secretarial positions for sectors

The Department currently has two secretaries, one for the Chief of Police and one that is shared among the Deputy Chief and four Captains. Both of these secretaries are on-site at the Police Headquarters building. The two sectors have limited benefit of the secretaries available. All Captains are required to function as administrators of their areas. Nowhere is this more true, than the precinct Captains. Adding two additional secretaries, as support staff within the two sectors, will assist the senior staff in meeting deadlines and exponentially increase their ability to complete assigned tasks.

Year 7

3.1.14 Goal: Increase Animal Control Division

The following charts show the continued increasing requests for animal control calls for service and sheltering needs. Just as police officer staff needs to expand to meet the demands for service, so too, does the Animal Control Division. It is projected that they will experience 625 more calls for service, this year than the previous year. It is also projected, based on current trends, that they will shelter 365 more dogs this year, than in 2008. The kennel facility has a planned expansion and this request for staffing will also allow us to adequately equip the facility with the necessary personnel.

Animal Control Calls for Service 2002-2009						
Year	2004	2005	2006	2007	2008	2009
Calls for Service	4,886	4,747	4,447	5,418	4,829	5,454*
						*projected

Yearly Total of Animals Handled by Animal Control					
Year	2004	2005	2006	2007	2008
Animals	3000	2680	2865	2521	2886

Objective 1: Submit budget request for one Animal Control Officer in Year 7 and one Animal Control Officer in Year 8.

Objective 2: Submit budget request for one Animal Caretaker.

Year 8

3.1.15 Goal: Increase White Collar/Fraud Crime unit

When the Department initially established its White Collar Crime/Fraud Unit, it was staffed with one detective. It became quickly evident that one detective was not enough to handle the escalating case load. Another detective was transferred to assist. This detective was also rapidly overwhelmed. Currently they are taking cases in the order in which they are received which results in a backlog of investigations, while other cases continue to be added.

We anticipate that as our population ages, our seniors will continue to provide a source of potential victims, in this particular type of crime. We have partnered with the Commonwealth's Attorney Office to prevent senior victimization through seminars and the like. However, this type of crime continues to escalate. Fake lotteries by email and regular mail are another opportunity for victimization. These are difficult to investigate due to the fact that most originate out of the country.

In 2008, 370 cases of white collar crime were reported to our Department. While our detectives did not work every one of these cases, they were assigned many of them. Our white collar crime detectives have some of the largest caseloads of our Investigations staff, and many of their cases are time consuming and complicated to investigate.

An additional detective will be needed to staff this unit.

Objective 1: Submit budget request for one additional White Collar detective position.

Objective 2: Obtain fraud and applicable financial records training for White Collar Crime Detective.

Year 9

3.1.15.1 Goal: Establish Homeland Security/Emergency Preparedness position

The northern end of Suffolk has been heavily invested by defense contractors and the defense department, making the area ripe for Homeland Security attacks. In addition, we have a chemical plant that supplies chlorine for most of the water sources in the area, another potential terrorist target for a hazardous material attack.

The Police Department continues to receive requests for participation in Homeland Security and mass casualty exercises. Our Department also participates in a number of multi-agency boards regarding biological and chemical hazards. Because of existing staffing levels, these requests are often given to an available staff person, making our preparation somewhat piecemeal. In addition, we have not had the time to offer our services in development of the police portion of the City's Emergency Operations plan for manmade or natural disasters.

The Department seeks to add a position of Emergency Preparedness Officer to provide a more focused approach to the tasks related to this important area of homeland security.

Objective 1: Submit budget request for one police officer as the Emergency Preparedness Officer.

Objective 2: Complete Job Analysis Tool for position.

Year 9 and 10

3.1.16 Goal: Establish clerical staffing for newly opened third sector.

Based upon our proposal to add a third sector by Year 10 of our plan, an additional five clerical staff would be needed in order to staff the sector for two shifts, seven days per week. As officers are added to our complement, there are additional data entry workloads created, and this sector staff could absorb the additional data entry load.

Objective 1: Submit budget request for two Police Records Technicians in Year Nine and three Police Records Technicians in Year Ten.

2. Equipment

Year 1

3.2.1 Goal: Purchase a multi-department incident command vehicle

In a post incident critique of our City's performance after the tornado hit Suffolk on April 28, 2008, the need for an incident command post became glaringly apparent. Our initial command post involved utilizing an outpatient surgical site for the better part of our operation. This was later replaced when we borrowed an incident command vehicle from

Portsmouth. Even this vehicle was cramped and did not provide the necessary facilities for such a large scale event as this tornado. While we hope that an event such as this is once in a lifetime, we cannot count on it. Emergency preparedness is critical to ensure an effective response to catastrophic events such as this.

A mobile command post is instrumental in today's time to help manage complex scenes. As was evident during the tornado last year, large scenes will require a multi-jurisdictional response with comprehensive staffing. These events often go on for several days or even weeks. A city the size of Suffolk should be able to respond to any incident within its city and manage the public safety response effectively and professionally.

Incident Command as Mandated by Homeland Security Directive Five mandates the effective management of resources. A facility capable of housing and managing these functions is much needed. This command post would be used for Emergency Response situations such as the tornado or hurricanes, large scale fires, hostage barricade situations involving a several hour response, mass casualty events such as hazardous materials spills, large scale search and rescue operations, long term dive operations as well as other man made or natural disasters. Many times these functions have been accomplished on the hood of cars or in commandeered locations. In addition, we would use the mobile command post for pre-planned events such as Peanut Fest, The Taste of Suffolk or Driver Days. This mobile facility will provide much needed space for command, communications, as well as meeting space for executive briefings.

We propose that this vehicle should be used as an incident command location for the police department, fire department, and any other response entities such as public works or the like, on manmade or natural disasters, or any other event that requires a coordinated multi-department response.

3.2.2 Goal: Purchase 20 Video Microphones.

We have recently acquired a grant to purchase 20 video microphones for our officers to wear to record their transactions with citizens. While in car cameras are good, they do not record the video associated with officer transactions that occur away from the car. Video microphones record the officers' transactions when they enter a residence, or are involved in a foot pursuit.

They are beneficial because they allow us to have an accurate record of officer conduct, can be used as a feedback opportunity for officers, and to

hold the officers accountable for their behavior. The microphones use digital imaging and can be downloaded nightly to the supervisor's computer for review. Our goal is to outfit all of our uniformed officers, NET, and narcotics unit with these microphones, but to do so incrementally throughout the life of the Vision Plan.

3.2.3 Goal: Purchase five fully equipped police mountain bikes

In Year 3 of the plan, we will be requesting three Community Resource officers who will also serve as bicycle officers for the Department. Until then, we plan to train a minimum of ten of our uniform patrol officers in Patrol Biking with a goal towards deploying as needed bicycle patrols in areas where visibility and prevention are most critical. We have four mountain bikes that are operational but very old. The purchase of five more bicycles will allow us the flexibility to deploy as many as nine officers on bikes at special events such as Peanut Fest, parades, and any other similar events. When the Community Resource officers are added to our staffing complement, these new bicycles will be assigned to them.

Equipment	Price
Multi department incident command vehicle	\$750,000
Video Microphones (20)	\$14,000
Police Mountain Bikes (5)	\$8,750
Total	\$772,750

Year 2

3.2.4 Goal: Purchase radio room console and consolette.

As stated previously, we are in immediate need of expanding our Emergency Communications Center, to accommodate a split of our fire channel. Splitting the fire channel will allow us the ability to effectively dispatch and monitor fire resources during a working fire, while still handling EMS and other fire calls for service. In order to accommodate this split we will need an additional console and consolette to be added to our radio room.

A console is the seating and equipment from where the Emergency Communications Operator would dispatch police, fire and rescue services. A consolette, would allow us to move the shift supervisor into a smaller seating arrangement, accommodated by our existing space, and free one additional console. This small addition in existing equipment will accommodate our growth until 2015, when an entire overhaul of the system is needed.

3.2.5 Goal: Purchase surveillance vehicle

The Department is in the process of training a new surveillance unit, with staffing costs and equipment paid for from American Recovery and Reinvestment Act funds. This unit will allow us to conduct covert surveillance on persons we believe are involved in criminal activity. We currently utilize surveillance a great deal with our narcotics traffickers, and in our criminal investigations. If a person is a target of an investigation, we try to deploy personnel on foot, around the location of the target's residence, to identify any associates, and locations where the target frequents.

While we are equipped to conduct covert surveillance on foot, there are times when a surveillance vehicle is necessary, due to lack of appropriate concealment areas outside. In addition, a vehicle is necessary to conduct moving surveillance on a target of an investigation. Undercover drug operations often require a surveillance vehicle because the transactions occur often in public locations such as parking lots. We have also had the need for this type of surveillance when conducting gang investigations. A surveillance vehicle is a critical need at this juncture and will be utilized by many of our investigative staff, to include our narcotics unit, Neighborhood Enforcement Team and Criminal Investigations.

Equipment	Price
Console and equipment	\$50,000
Consolette	\$11,000
Surveillance Vehicle	\$170,000
Total	\$ 231,000

Year 3

3.2.6 Goal: Purchase Automatic Vehicle Locator system for 100 vehicles.

Automatic Vehicle Locator (AVL) systems are one of the most valuable tools for law enforcement today. AVL systems allow dispatchers to visually see on screen where every officer is within the city. This allows them to select the closest officer to the call for service, thus decreasing response time and offering more efficient service to our citizens. They are also a benefit for officer safety.

With frequency, officers must exit their cars immediately, to handle a person or situation that is confronting them. Sometimes, due to extensive radio traffic, they are unable to advise the Communications Operator of their location. Sometimes, in the urgency of the situation, they forget to notify anyone of their location. There are also those occasions, where,

due to the excitement or a recent change to their assignment, officers give the incorrect location. Finally, an officer involved with a combatant may be unable to utilize their radio to provide a location. An AVL system would allow our Communications Operators to know where to send back up and where the officer can be located.

There have also been occasions where we have been unable to reach an officer by radio, for a variety of reasons. When that occurs, a mobilization of staff occurs to try and find the officer. Time is of the essence in incidents where an officer may be injured and need help but is unable to provide a location. There have been incidents in Hampton Roads where an officer is killed while parked in his vehicle. In these instances, an officer could not advise his location by radio. However, an AVL system would allow us to know where every officer is, at all times.

The proposed AVL system would be supplied by our current Computer Aided Dispatch vendor and would easily and fully integrate with our existing suite of software. This system, at this price would provide AVL service for 100 police cars.

3.2.7 Goal: Purchase 20 Video Microphones.

See previous explanation in Year 1.

Equipment	Price
Automatic Vehicle Locator system	\$134,717
Video Microphones	\$14,000
Total	\$148,717

Year 4

3.2.8 Goal: Purchase Automatic License Plate Reader for two vehicles.

The Automatic License Plate Reader (ALPR) is a force multiplier for agencies where staffing is a challenge. The ALPR is tantamount to having an extra person in the police car, whose job is to check license plates for stolen vehicles. This is one of the best and newest technologies available to law enforcement. Cameras, mounted on the car, read the plates as the police car rides by, and check the plates against existing data bases for whether the car is stolen. Our officers are unable to spend their time, or the Emergency Communications Operators time, running license plates. This system automates the function with no extra staffing required.

The ALPR will enable us to recover more stolen cars, and make more arrests. Most stolen cars are found dumped, and unoccupied.

Occasionally, an officer will have the good fortune, to attempt a traffic stop, only to find out it is stolen. However, this system increases the likelihood that the car will be recovered and an arrest made. We plan to deploy this system with our traffic unit because of their mobility and their anticipated presence on major corridors with high traffic volumes. This deployment will offer us the greatest benefit for the least dollars. We propose the purchase of 2, two-camera systems.

3.2.9 Goal: Purchase 20 Video Microphones

See previous explanation in Year 1.

Equipment	Price
Automatic License Plate reader	\$ 35,900
Video Microphones	\$14,000
Total	\$ 49,900

Year 5

3.2.10 Goal: Purchase 20 Video Microphones

See previous explanation in Year 1.

Equipment	Price
Video Microphones (20)	\$14,000
Total	\$ 14,000

Year 6

3.2.11 Goal: Purchase 20 Video Microphones

See previous explanation in Year 1.

Equipment	Price
Video Microphones	\$14,000
Audio Video Recording System	\$17,000
Total	\$ 31,000

Year 7

3.2.12 Goal: Purchase Citizen Observer® citizen notification system

Several years ago, our Department purchased the Reverse 911 system. This allows our staff to call commercially available numbers within the City

to notify them about a crime or concern in their area. It might be a missing child, or a burglary spree of which we want to make our citizens aware. As technology has moved on and cell phones and texting have become a predominant way of life in America, Citizen Observer is the next generation in community notification systems.

Citizen Observer will allow us to notify citizens who are interested, by text message, of an issue of concern in their community. Citizens who want to receive these awareness bulletins will sign up and receive text message notifications as the Department has a need. This system will also allow citizens to send anonymous crime tips to our system, facilitating additional investigative leads and solving of crime. The cost noted here is a recurring cost every year.

3.2.13 Goal: Purchase two Segways® for designated foot patrol in focused growth core support and mixed core areas.

The purchase of two Segways would be used for foot patrol in the designated central and northern focused growth area, particularly in the core support and mixed use core areas where the City desires to encourage more pedestrian traffic. The Segways allow the officer to cover larger amounts of territory than a traditional foot patrol, while encouraging officer-citizen interaction. We envision their use in larger retail areas, and areas of dense population. The Segways would reduce the officer fatigue incurred by a lengthy foot patrol of more than an hour. We are planning for the purchase of two Segways, to be allocated to the Community Resource Unit.

Equipment	Price
Citizen Observer	\$ 7,000
Segway (2)	\$13,390
Total	\$20,390

Year 8

3.2.14 Goal: Purchase ShotSpotter®

ShotSpotter is a technology that will allow us to identify the point of origin of shots that are fired within a one mile radius of the equipment. While this does not seem like a great distance, many of the areas that experience these types of calls are within one mile of central downtown Suffolk. The ShotSpotter would allow us to respond to the correct location of the shots that are fired (within 40 feet), with the goal of making an arrest and recovering illegal firearms.

Many times a night our officers are dispatched to an area for “shots fired” because someone heard gunshots. It is difficult to assess where the shots were fired from, from hearing alone. Even being in the area where shots are fired, it is still difficult to determine a point of origin. ShotSpotter offers the technology to allow us to do just that.

This will be a tool that can greatly aid our Neighborhood Enforcement Team, as firearms charges and recovery are one of their central focus areas. Removal of illegal guns, and arrests of persons involved in illegal gun activity will increase the safety of our citizens.

Equipment	Price
Shot Spotter	\$ 408,000
Total	\$ 408,000

Annual maintenance and service Costs for some of the above referenced products are listed below, after the first year:

Annual Maintenance and Service	Price
ShotSpotter	\$61,200
Automatic License Plate Reader	\$3,200
Automatic Vehicle Locator	\$10,500

3. Capital Improvements Budget Requests

The City has historically been generous in providing new, state of the art facilities for our staff. Unfortunately, many of them were built at or near capacity level and are currently unable to accommodate little, if any, growth. In addition, there are several facility needs that have yet to be funded, but whose need is anticipated in the next ten years. This vision plan will be used to guide our Capital Improvements budget requests and development over the next ten years. Due to the long term nature of these facilities projects, we are unable to provide a cost estimate at this time.

3.3.1 Goal: Build a third sector to be located along Pruden Blvd. or Godwin Blvd. corridor to provide enhanced services to citizens in both southern and northwest Suffolk.

Our current patrol sectors are almost to capacity in terms of parking space, and roll call space. Anticipating the additional number of officers that will be needed in the next ten years, we project that a third precinct, located in an area near Godwin Blvd. or Pruden Blvd would be necessary.

This precinct would be responsible for handling the area of Godwin Blvd. to Chuckatuck, as well as the westerly portion toward Isle of Wight and

Franklin. A precinct in this area would ensure better response times, and more dedicated attention to an underserved area. A true Public Safety Center where a full Police Precinct is co-located with the Fire station allocated for King's Fork Rd. may result in minimized construction costs.

There are additional space needs that are currently not accommodated by existing facilities. These space needs should be factored into the precinct, making it a multi-purpose use facility, thus obtaining maximized usage. Additional office space will be necessary to house the Neighborhood Enforcement Team, the northern Narcotics Unit, and the northern Community Resource officers. Our Bridge Road precinct office space is presently filled to capacity, with even our interview rooms and evidence packing areas having been converted to offices. While we can temporarily accommodate the presence of some of these additional officers in the northern precinct, space is needed for the long term housing of these units.

Additionally, our roll call rooms in both of our precincts are unable to accommodate staff training due to the size of the rooms. Even our CompStat meetings are filled to capacity. We are in need of a large space to conduct both classroom and practical skills training, similar to what is offered at the Hampton Roads Criminal Justice Academy. We currently conduct six weeks of post academy training for all new academy graduates, which includes both practical and classroom skills.

Finally, our Department is in need of a gymnasium where we could conduct our bi-annual fitness testing, and where officers could work out to maintain their fitness. Suffolk is one of the few police departments in Hampton Roads without some sort of gym facility. Many departments locate their gyms in their training facilities, or in their headquarters building. None of our offices have the space to accommodate a gymnasium.

Heart attacks, diabetes and cancer are the most frequent causes of death of law enforcement personnel. Shift work, stress, poor dietary habits, and sedentary lifestyle contribute to higher mortality rates of officers. Cost and time are often cited as the reasons why officers don't work out. Co-locating a gym within one of our buildings would at least remove some of the barriers to physical fitness and encourage officers to work out more often.

The space would minimally require 6 offices, a classroom setting capable of seating 45 persons, and another classroom without furnishings to accommodate skills training such as Taser, ASP and Defensive tactics, all of which require plenty of room to move. Finally a third space within the area would be equipped with gymnasium quality fitness equipment to

include treadmills, elliptical machines, stationary bikes, and weightlifting equipment.

This multipurpose precinct facility would allow us to meet many of our current and future facility needs under one roof.

Year 1

Objective 1: Consult with Capital Improvements regarding the opportunity to increase Kings Fork Public Safety Center to additional space for a co-located Police Precinct.

Objective 2: Identify appropriate parcel of land along Godwin Blvd or Pruden Blvd. within focused growth area, if Objective 1 is unable to be met.

Year 2

Objective 1: Work with Capital Improvements to include in Capital Improvements Budget.

Year 8-10

Objective 1: Design and build precinct with completion date of 2019.

Objective 2: Hire staffing necessary to implement new precinct to include Captain, three lieutenants, and six sergeants. Police officer staff will come from 12 of patrol officers allocated for Uniform Patrol through the ten-year vision plan and additional reallocations from the other two precincts.

3.3.2 Goal: Plan and develop a regional range facility with partners to include Isle of Wight, Smithfield, Franklin, Southampton County, Western Tidewater Regional Jail, Suffolk Sheriff's Office and Suffolk Police.

The City of Suffolk, due to a lack of facilities, borrows the State Police range in Walters, in Isle of Wight. This range is located at least 20 minutes from Suffolk's downtown. Each officer is required to qualify twice a year, but encouraged to practice with their weapon once a month. The distance to the range makes it difficult to send officers while on duty, and results in extra out of service time, due to travel.

Firearms training is critical to officer safety and preparedness. Due to the limited number of days that we have available to us at the State Police

range, we are unable to offer the regular types of firearms training classes that would meet the needs of our staff.

In addition, our Department has no idea how long the State Police will maintain this existing range facility, or how long we will be allowed to use it. Many of the other ranges in Hampton Roads are scheduled to capacity, are more inconvenient in terms of distance, or they would charge the Department for their use.

Cities and counties such as Smithfield, Franklin, Isle of Wight, and Southampton are in a similar predicament to Suffolk. We propose the development of a regional range facility to be located in Suffolk, funded in an ongoing cost sharing proposal. This cost sharing could include investment by these smaller cities and counties in the construction of the range, or an ongoing payment plan that would allow them to pay their share over a period of years, for the continued use of the facility.

Our city has already proven that regionalism works as evidenced by the Western Tidewater Regional Jail. A regional range would allow cities to jointly build and use facilities at a reduced cost to any one jurisdiction. Additional jurisdictions not party to the agreement, but wishing to use the facility could do so for a regular lease payment or with a per use agreement.

Year 1

Objective 1: Consult with area agencies to determine level of interest and available funding.

Objective 2: Examine potential funding sources.

Objective 3: Develop cost sharing proposal.

Year 2

Objective 1: Identify and purchase appropriate land within the southern area of City, so as to create accessibility for other agencies.

Year 3

Objective 1: Consult with Capital Improvements to complete cost projections.

Objective 2: Include in Capital Budget request.

Year 4

Objective 1: Obtain rezoning as necessary for parcel.

Year 5-7

Objective 1: Design and build indoor regional range facility with completion date of 2015.

3.3.3 Goal: Complete upgrade to Communications Center to be compliant with Project 25 requirement, a new standard for Emergency Communications centers by the Federal Government and Telecommunications Industry Association.

Project 25 (P25) is an interoperability suite of standards for digital two-way wireless communications products and systems. The goal of this project is to develop detailed design standards for communications systems so as to ensure their interoperability. One of the issues that has consistently plagued emergency responders is that of radio interoperability.

In emergency situations, where there are multiple jurisdictions and agencies involved, there is a critical need to be able to communicate with one another. This is particularly true in incidents of natural or man-made disasters. The City has a goal of becoming P25 compliant by year 2015. In order to do this, our complete Emergency Communications Center must be overhauled.

In addition, technology is evolving at a rapid pace. As technology changes, older systems become quickly antiquated. Parts become unavailable and systems become unserviceable, even by the original vendor. According to Motorola, our current radio service provider, they will no longer be able to service our Emergency Communications Center in Year 2015.

Finally, our radio room, within the next six years, will no longer accommodate the existing staff. Currently, we have a seven console radio room, which allows six staff members and a supervisor to be present. There is a current need to split the fire channel, and we anticipate a need to split the police channel in the next several years. This will require two additional Emergency Communications Operators.

In order to accommodate the additional staffing levels required, the space requirements for the Emergency Communications Center will need to expand to accommodate ten console positions. This will allow for near term staffing plans, as well as one console for future growth.

Year 1

Objective 1: Obtain quote from Motorola for Communication Center upgrade.

Objective 2: Conduct analysis of space requirements for upgraded center.

Year 2

Objective 1: Consult with Capital Improvements for inclusion of funding in Capital improvements budget.

Objective 2: Design expansion of center to accommodate 10 consoles.

Objective 3: Submit budget request for Capital Improvements budget.

Year 3-7

Objective 1: Complete expansion and renovation of equipment for Project 25 upgrade to be completed by 2015.

4. Process Improvements

3.4.1 Apply for and achieve CALEA Accreditation

The purpose of accreditation is to ensure the highest professional operating standards for this Police Department. To that end, the Department has established an Accreditation Manager position. This officer is responsible for the review and rewrite of all policies to ensure their compliance with accreditation standards. The Department has already begun the process of reviewing and rewriting policies and we anticipate completion of this process within one year.

As policies are distributed, training will be conducted to ensure officers understand the policies and perform accordingly. This will be followed in year 2 by application for accreditation. A mock assessment will be performed to review the department, giving the opportunity for modifications and improvements as deemed necessary. The final step involves a final accreditation review by CALEA assessors. It is the Department's goal to be fully accredited by year 2012.

**Attachment A
Focus Group Results**

Focus Group	# Sessions	# Attending
Detectives/Investigators	1	18
Challenges		
Computer crimes Elderly victimization Gang related crimes Narcotics Technology evolving Population growth Internationalism Doing more with less.		
Staffing Needs		
Uniform patrol Bike patrol Traffic unit Civilianization of sworn positions Specialized positions Interdiction officers Patrol aids		
Equipment Needs		
Technology (in general) Polygraph equipment Detective MDT's Remote video cameras Segways		
Facility Needs		
Range Academy (regional, if possible)		
Other needs:	In-house training, split radio channels, elementary GREAT component, Amber alert	

Focus Group	# Sessions	# Attending
Uniform Patrol	4	37
Challenges		
Burglary ID theft Elderly victimization Gang related crimes Computer crimes Petty thefts Technology Officer retention Growing population Emergency custody orders and temporary detention orders-mental health system Proactive enforcement Training Split channels (dispatchers) Career opportunities.		
Staffing Needs		
Full patrol staffing NET officers		
Equipment Needs		
Technology (in general) Replacement MCT's Radar Less than lethal weapons. Spike strips Tint meters		
Facility Needs		
Range Academy (regional, if possible) Gym Internal training facility New precinct near Godwin Blvd.		
Other needs:	Salary compression, shift review	

Focus Group	# Sessions	# Attending
Emergency Communication Operators	1	5
Challenges		
Gang and drug related crimes Emergency Custody Orders-mental health system Internet crimes Robberies Suicidal people Keeping up staffing levels with Police and Fire demands Career development.		
Staffing Needs		
Fire dispatcher (w/ additional channel)		
Equipment Needs		
Two new consoles Automatic vehicle locators		
Facility Needs		
Closer back-up center (near Godwin Blvd). Renovate current facility to enlarge and include showers and kitchen facilities		
Other needs: Update aliases on officer radios.		

Focus Group	# Sessions	# Attending
Business Leaders	2	5
Challenges		
Gang and drug related crimes. Increased development of city both business and residential More proactive patrol		
Staffing Needs		
Walking beats Bike officers Higher demand on services		
Equipment Needs		
None Noted		
Facility Needs		
None Noted		
Other needs: Interpersonal skills developed		

Focus Group	# Sessions	# Attending
Civic Leagues	3	12
Challenges		
Gang and drug related crimes Increased development of city, both business and residential Higher demand on services More proactive patrol		
Staffing Needs		
Walking beats Bike officers		
Equipment Needs		
None Noted		
Facility Needs		
None Noted		
Other needs:	Diversity, Trust, Positive police-citizen contact	

Focus Group	# Sessions	# Attending
Other Governmental Agencies	2	9, Members from Suffolk Public Schools, Public Works, Commonwealth's Attorney Office, Western Tidewater Regional Jail, Suffolk Youth Coordinator, Western Tidewater Community Services Board, Suffolk Fire and Rescue.
Challenges		
Gang and drug related crimes. Youth programs Officers in schools		
Staffing Needs		
School Resource Officers NET Officers		
Equipment Needs		
None Noted		
Facility Needs		
None Noted		
Other needs:	Increased cooperation and partnerships between listed agencies and the Police Department	

Attachment B Manpower Study

The following chart depicts calls for service, response times, and staffing necessary to meet the Department designated response times.

Uniformed Patrol Non-Self Initiated CFS

YTD 2009 (8/31/2009)							
Sector / Shift	Calls for Service	Total Response Times	Average Response Times	Over Optimum	Percent Over	Current Staffing Per Day	Officers Needed
SC1							
<i>Day Shift</i>						8	
1-Priority	169	910.87	5.39	39	23.08%		10
2-Priority	2,581	21,707.63	8.41	673	26.08%		11
3-Priority	3,155	112,430.55	35.64	397	12.58%		9
<i>Evening Shift</i>						8	
1-Priority	257	1,795.62	6.99	79	30.74%		12
2-Priority	4,038	34,962.50	8.66	1,041	25.78%		11
3-Priority	3,681	124,142.10	33.73	388	10.54%		9
<i>Midnight Shift</i>						8	
1-Priority	92	614.20	6.68	28	30.43%		12
2-Priority	1,806	13,055.56	7.23	341	18.88%		10
3-Priority	1,069	28,931.22	27.06	111	10.38%		9
SC2							
<i>Day Shift</i>						6	
1-Priority	102	618.07	6.06	30	29.41%		9
2-Priority	1,849	17,767.83	9.61	680	36.78%		9
3-Priority	1,741	115,819.07	66.52	345	19.82%		7
<i>Evening Shift</i>						6	
1-Priority	153	968.53	6.33	53	34.64%		9
2-Priority	2,443	25,387.57	10.39	933	38.19%		10
3-Priority	2,108	107,730.42	51.11	343	16.27%		7
<i>Midnight Shift</i>						6	
1-Priority	54	346.88	6.42	19	35.19%		9
2-Priority	1,050	9,329.02	8.88	311	29.62%		9
3-Priority	585	14,290.70	24.43	76	12.99%		7

Sector/Shift:	The Sector, Shift and the rows for calls for service (by Priority);
Calls For Service	These CFS are for Uniformed Patrol and are non-self initiated
Total Response Times	Total Sum of all Response Times
Average Response Times	The Average of total response times (Sum divided by # of calls) Those in red exceed the "target times" (Priority #1 <7 min, Priority #2 <10 min, Priority #3 <30 min)
Over Optimum	The # of CFS that were not within the target time for that priority (i.e. 1st <7 min, 2nd <10 min, etc)
Percent Over	Percentage of CFS that were not within the target time for that priority

The following chart depicts calls for service for a 98 day window from April 24 to July 31, 2009. This data was used to extrapolate the predictive data shown in the chart above.

Uniformed Patrol Non-Self Initiated CFS

April 24 to July 31, 2009							
Sector / Shift	Calls for Service	Total Response Times	Average Response Times	Over Optimum	Percent Over	Current Staffing Per Day	Officers Needed
SC1							
<i>Day Shift</i>						8	
1-Priority	73	408.70	5.60	16	21.92%		10
2-Priority	1,084	9,119.20	8.41	296	27.31%		11
3-Priority	1,228	43,454.27	35.39	139	11.32%		9
<i>Evening Shift</i>						8	
1-Priority	95	646.87	6.81	31	32.63%		12
2-Priority	1,724	15,550.73	9.02	463	26.86%		11
3-Priority	1,610	57,044.70	35.43	168	10.43%		9
<i>Midnight Shift</i>						8	
1-Priority	40	281.71	7.04	13	32.50%		12
2-Priority	775	5,511.62	7.11	134	17.29%		10
3-Priority	481	14,959.97	31.10	49	10.19%		9
SC2							
<i>Day Shift</i>						6	
1-Priority	44	255.22	5.80	12	27.27%		8
2-Priority	755	7,268.88	9.63	278	36.82%		9
3-Priority	728	45,946.95	63.11	150	20.60%		8
<i>Evening Shift</i>						6	
1-Priority	66	468.33	7.10	24	36.36%		9
2-Priority	1,007	10,546.88	10.47	396	39.32%		10
3-Priority	960	48,119.90	50.12	167	17.40%		7
<i>Midnight Shift</i>						6	
1-Priority	23	170.06	7.39	8	34.78%		9
2-Priority	434	3,868.52	8.91	138	31.80%		9
3-Priority	272	5,571.08	20.48	35	12.87%		7

Sector/Shift:	The Sector, Shift and the rows for calls for service (by Priority);
Calls For Service	These CFS are for Uniformed Patrol and are non-self initiated
Total Response Times	Total Sum of all Response Times
Average Response Times	The Average of total response times (Sum divided by # of calls) Those in red exceed the "target times" (Priority #1 <7 min, Priority #2 <10 min, Priority #3 <30 min)
Over Optimum	The # of CFS that were not within the target time for that priority (i.e. 1st <7 min, 2nd <10 min, etc)
Percent Over	Percentage of CFS that were not within the target time for that priority

The following chart shows the breakdown of the number of calls for service year-to-date in 2009, how many minutes it took our uniform patrol to respond to these calls.

Uniformed Patrol Non-Self Initiated CFS Broken Down by Minutes												
YTD 2009 (8/31/2009)												
Sector 1												
Sector / Shift	Under 7 Minutes	7-10 minutes	10-20 minutes	20-30 minutes	30-40 minutes	Over 40 minutes						
<i>Day Shift</i>												
1-Priority	130	76.9%	21	12.4%	15	8.8%	3	1.8%	0	0.0%	0	0.0%
2-Priority	1345	52.1%	563	21.8%	520	20.2%	110	4.3%	25	0.9%	18	0.7%
3-Priority	959	30.4%	529	16.8%	896	28.4%	374	11.8%	143	4.5%	254	8.1%
<i>Evening Shift</i>												
1-Priority	178	69.3%	37	14.4%	39	15.2%	1	0.4%	0	0.0%	2	0.8%
2-Priority	2138	53.0%	859	21.3%	799	19.8%	164	4.1%	41	1.0%	37	0.9%
3-Priority	1081	29.4%	670	18.2%	1140	31.0%	402	10.9%	180	4.9%	208	5.6%
<i>Midnight Shift</i>												
1-Priority	64	69.6%	11	11.9%	13	14.1%	4	4.4%	0	0.0%	0	0.0%
2-Priority	1130	62.6%	335	18.6%	270	14.9%	55	3.1%	12	0.7%	4	0.2%
3-Priority	341	31.9%	185	17.3%	328	30.7%	104	9.7%	46	4.3%	65	6.1%
Sector 2												
Sector / Shift	Under 7 Minutes	7-10 minutes	10-20 minutes	20-30 minutes	30-40 minutes	Over 40 minutes						
<i>Day Shift</i>												
1-Priority	72	70.6%	19	18.6%	9	8.8%	2	1.9%	0	0.0%	0	0.0%
2-Priority	738	39.9%	431	23.3%	552	29.8%	85	4.6%	21	1.1%	22	1.2%
3-Priority	382	21.9%	233	13.4%	561	32.2%	220	12.6%	122	7.0%	223	12.8%
<i>Evening Shift</i>												
1-Priority	100	65.4%	31	20.3%	18	11.7%	3	1.9%	1	0.6%	0	0.0%
2-Priority	971	39.8%	539	22.1%	711	29.1%	143	5.8%	38	1.6%	41	1.7%
3-Priority	406	19.3%	268	12.7%	780	37.0%	311	14.7%	140	6.6%	203	9.6%
<i>Midnight Shift</i>												
1-Priority	35	64.8%	15	27.8%	3	5.6%	0	0.0%	1	1.9%	0	0.0%
2-Priority	479	45.6%	260	24.8%	259	24.7%	31	2.9%	12	1.1%	9	0.9%
3-Priority	118	20.2%	99	16.9%	220	37.6%	72	12.3%	30	5.1%	46	7.9%

This chart reflects the time officers spend working calls, out of service, and with uncommitted time. Uncommitted time is necessary to conduct proactive community policing services. There are different theories regarding the amount of uncommitted time necessary to do community policing. However, a good general rule is 33% to 50%. The Department's uncommitted time has increased as we have more fully increased staffing levels due to hiring.

**Manhours Allocated By Time
2008 to YTD 2009 (8/31/09)**

YTD 2009			2008		
Sector 1			Sector 1		
Out of Service	11,878.71	26.6%	Out of Service	20,485.40	29.7%
Working Calls	18,242.84	40.9%	Working Calls	28,179.96	40.9%
Other/Uncommitted	14,471.36	32.5%	Other/Uncommitted	20,271.48	29.4%
SC1 Totals:	44,592.91	100.0%	SC1 Totals:	68,936.84	100.0%
Sector 2			Sector 2		
Out of Service	10,158.38	28.6%	Out of Service	17,371.26	36.5%
Working Calls	12,673.73	35.7%	Working Calls	17,310.78	36.4%
Other/Uncommitted	12,701.80	35.7%	Other/Uncommitted	12,934.43	27.2%
SC2 Totals:	35,533.91	100.0%	SC2 Totals:	47,616.47	100.0%
2007			2006		
Sector 1			Sector 1		
Out of Service	17,816.15	32.7%	Out of Service	31,079.42	39.9%
Working Calls	28,661.18	52.6%	Working Calls	32,775.40	42.1%
Uncommitted	8,021.97	14.7%	Uncommitted	13,965.22	17.9%
SC1 Totals:	54,499.30	100.0%	SC1 Totals:	77,820.04	100.0%
Sector 2			Sector 2		
Out of Service	11,103.20	29.6%	Out of Service	12,479.65	29.1%
Working Calls	16,871.58	45.0%	Working Calls	16,037.34	37.4%
Other/Uncommitted	9,501.54	25.4%	Other/Uncommitted	14,361.14	33.5%
SC2 Totals:	37,476.32	100.0%	SC2 Totals:	42,878.13	100.0%
2005			2004		
Sector 1			Sector 1		
Out of Service	22,447.81	29.2%	Out of Service	21,068.01	34.4%
Working Calls	36,569.37	47.5%	Working Calls	28,720.25	46.9%
Other/Uncommitted	17,964.41	23.3%	Other/Uncommitted	11,475.05	18.7%
SC1 Totals:	76,981.59	100.0%	SC1 Totals:	61,263.31	100.0%
Sector 2			Sector 2		
Out of Service	11,203.67	23.9%	Out of Service	12,216.77	38.5%
Working Calls	16,997.08	36.3%	Working Calls	14,224.11	44.8%
Other/Uncommitted	18,608.26	39.8%	Other/Uncommitted	5,305.66	16.7%
SC2 Totals:	46,809.01	100.0%	SC2 Totals:	31,746.54	100.0%