

**Department Name**  
**Suffolk Police**

**Vision Statement**

The Suffolk Police Department is a progressive organization committed to fostering healthy community relationships while combating crime through developing effective lines of communication, the application of advanced technology, and the provision of innovative training. We will strive to retain and recruit diverse personnel that are well-informed, service oriented, and embrace the ideals of integrity and honor.

**Mission Statement**

Law Enforcement Excellence and Public Service through Partnership  
with our Community.

## **Guiding Principles (Core Values)**

### ***Service***

We believe in providing the highest level of assistance to those in need, demonstrating our compassion and sensitivity to the needs of our community.

### ***Professionalism***

We believe that each of us is an ambassador of our profession and each citizen contact reflects our commitment to quality.

### ***Direction***

We value long-term vision and leadership capable of adapting to and guiding change.

### ***Partnership***

We believe that team work is the foundation of effective policing, requiring the collaborative efforts of law enforcement and the community.

### ***Risk-taking***

We promote innovation and initiative to solve ongoing community problems.

### ***Integrity***

We believe in safeguarding the public trust by our dedication to values that promote honesty, ethical behavior and treating others as we would want to be treated.

### ***Dedication***

## Critical Analysis

### Customer and Stakeholder Needs and Desires:

Customers and stakeholders held strong views that Suffolk had avoided a great influx of violent crime and vowed to support anti-crime initiatives like control of gang activity by aggressive enforcement and the creation of youth programs.

Customers and stakeholders felt that to create communication and trust, there must be positive police-citizen contact.

Police must be visibility and approachable.

Police must utilize the assets available with intergovernmental agencies and increase partnerships of cooperation.

Police must be vigilant in understanding cultural differences and the development of officers' interpersonal skills.

### Strengths:

The following strengths were cited by the internal stakeholders of the organization:

Diversity

Well-rounded (opportunity to do many tasks while in patrol).

Specialized Units

Take Home Car Policy

Equipment- (modern and functioning)

Support Staff (civilian employees often accomplish many tasks to keep the overall operations functioning).

Employee input through strategic planning and other venues.

Integrity- the cornerstone of the organization.

Experienced Leadership

Technology

Dedication

Recruitment efforts have pay off as the department is near full staffing.

Youth in the department may lead to mistakes, but also innovative ideas.

**Weaknesses:**

The same internal stakeholders had the opportunity to voice their opinions on the Department's perceived weaknesses:

Accountability by leadership in some cases and the rank in file in other cases.

Lack of Consistency from the enforcement of policy.

Management, not leadership.

Inconsistence leadership styles.

Communication- information flow does not go up or down very well.

Manpower.

Equipment maintenance.

Non-sworn career development.

Scheduling .

Physical Training.

Inexperience.

Lack of Process/Analysis (SOP's).

**Opportunities:**

As we met with external stakeholders, we learned there were valuable opportunities awaiting utilization:

Other city departments expressed their desire to be partners with the Department.

Community involvement is present throughout the city as is viewed in National Night Out.

Port Expansion will bring jobs to the economy and expand the tax base.

Assistance from local police departments is vital for large scale incidents like the tornado of 2007.

Community satisfaction is something the Department needs to seize and utilize.

Media relations has always been a positive for the Department.

Grant money helps fill gaps created by stressed budgets.

**Threats:**

Many issues cannot be controlled by the Department, but must still be realized and minimized:

A tight economy faces everyone in country and severely limits the Department's budget.

Political neutrality employed by the Department can be viewed as non-cooperation.

Population growth will put greater stress of police resources.

Cultural Barriers and a diverse population requires sensitive considerations.

As population and port activity increases, so do traffic demands.

ECO/TDO issues drains resources when manpower is taken away for long periods.

Technology crimes are on the rise and will require more police resources.

Gang crimes can have a long term effect on the Department's ability to reduce the perception of crime.

## Goals, Objectives, Implementation Strategies and Performance Measures

### Communication

Goal 1: Establish an open style of communication with internal and community stakeholders.						
Objective 1: To increase the dissemination of information throughout the department by establishing an Internal Communication Officer, disseminating a minimum of six news letters and providing at least one opportunity for review and feedback annually.						
Implementation Strategies: <ul style="list-style-type: none"> <li>Select Internal Information Officer.</li> <li>Create committee and establish information most requested or desired by employees.</li> <li>Meet bi-monthly to review events and staff meeting minutes of the past two months and create newsletter.</li> <li>Explore use of intranet for communication with employees.</li> <li>Create yearly department calendar to reflect annual budget, annual report, special events and other significant dates.</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Newsletter disseminated			6	6	6	6
Department Calendar produced and disseminated		Yes	Yes	Yes	Yes	Yes
Opportunity for feedback provided (annually)			Yes	Yes	Yes	Yes
Objective 2: Establish Chief's Committees and Major's committees to meet monthly with employees to discuss department issues beginning January 2010						
Implementation Strategies: <ul style="list-style-type: none"> <li>Establish members on the committee and set monthly meeting.</li> <li>Set agenda in advance of meetings.</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Chief's monthly meetings with employees		6	12	12	12	12
Major's monthly meetings with supervisors		6	12	12	12	12
Objective 3: Increase and improve officer/citizen interaction by assigning a Community Resource Officer (CRO) in each Sector to attend civic league meeting and facilitate police community programs.						
Implementation Strategies: <ul style="list-style-type: none"> <li>Create selection process for a CRO in each Sector.</li> <li>Select CRO</li> <li>Introduce CROs into selected communities</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Sector I CRO-Community Contact (Civic Leagues)		10	12	14	14	14
Sector II CRO – Community Contacts (Civic Leagues)		6	8	10	10	10

## Leadership

Goal 1: Provide the best Leadership to our employees and the citizens we serve.						
Objective 1: To ensure that all sworn and civilian supervisors to attend leadership and/or supervisory training annually (fiscal year).						
Implementation Strategies: <ul style="list-style-type: none"> <li>• Identify and select supervisory training for Lieutenants and above.</li> <li>• Identify and select supervisory training for Sergeants and civilian supervisors.</li> <li>• Ensure all supervisors are allowed and afforded the opportunity to attend.</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
All Lieutenants and above attend training		100%	100%	100%	100%	100%
All Sergeants and civilian employees attend training		100%	100%	100%	100%	100%
Objective 2: Create future leaders of the organization by providing leadership training to 10% of officers and civilian staff annually (fiscal year).						
Implementation Strategies: <ul style="list-style-type: none"> <li>• Based on input from supervisors, select future leaders and current informal leaders (Master Police Officers, Senior Police Officers and senior civilian staff) for attendance at leadership training.</li> <li>• Identify training curriculum.</li> <li>• Create system in which supervisors share teaching based on their leadership training.</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Officers and civilian staff receiving training annually receive training (%)		10	10	10	10	10
Supervisors instruct in training (%)		10	10	10	10	10

## Customer Service Enhancements

Goal 1: Implement the most efficient and effective patrol strategies in order to better manage calls for service.						
Objective 1: Research and formulate a patrol schedule that will increase the number of officers on the street by 2% and reduce response times on Priority 3 calls (without increasing Priority 1 and 2 response times).						
Implementation Strategies: <ul style="list-style-type: none"> <li>Form a patrol scheduling committee to research best practices and available manpower scheduling software.</li> <li>With software provided by the city, enter known data, evaluate results and submit for consideration.</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Increase officers on street during peak hours (%)		2	2	2	2	2
Decrease priority 3 call response times (mins)	37	35	33	30	30	30
Maintain priority 1 and 2 response times (mins)	7, 10	7, 10	7, 10	7, 10	7, 10	7, 10
Objective 2: Evaluate current alternative response models and reduce non-critical calls for service by 1% annually.						
Implementation Strategies: <ul style="list-style-type: none"> <li>Create a committee made up of department personnel and citizens to evaluate effective call management practices.</li> <li>Identify calls for service that could have alternative responses.</li> <li>Develop policy about alternative responses to these calls.</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Reduction in calls for service (1% in FY 2011 and beyond)	97661	97515	96540	95547	94618	93672
Objective 3: Utilize technology to enable detectives to increase investigative time and thus clearance rates by 3% annually by having statements taped and transcribed by civilian staff or outsourced.						
Implementation Strategies: <ul style="list-style-type: none"> <li>Conduct a cost-benefit analysis as to outsourcing transcriptions or doing them internally.</li> <li>In either case, transcribe all statements taken by detectives.</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Clearance rates increase (%)		1.5	3	3	3	3

## Gangs and Youth Violence Intervention

Goal 1: The Suffolk Police Department will become the area leader in combating and prosecuting gang activity and reducing violence.						
Objective 1: In the northern end of Suffolk, reduce youth victimization (by 2%) and youth crime (by 5%) by forming a Gang Unit (Neighborhood Enforcement Team) for the northern end.						
Implementation Strategies: <ul style="list-style-type: none"> <li>Hire six new officers and train so they can backfill the Supervisor and five officers needed for the Northern end NET.</li> <li>Collect Intelligence information on northern end gangs.</li> <li>Select the NET Supervisor and Officers.</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Youth victimization reduction (%)		-2	-2	-2	-2	-2
Youth suspects arrests increase (%)		5	5	2	2	2
Objective 2: Increase patrol enforcement of gang statute arrests by 5 annually by expanding knowledge of gang activity in the patrol officers.						
Implementation Strategies: <ul style="list-style-type: none"> <li>Assign available patrol officers to the Neighborhood Enforcement team for short durations of time.</li> <li>Track patrol officer gang statute arrests.</li> <li>Conduct roll call training by NET officers on pertinent gang activity.</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Roll Call training sessions per quarter		4	4	4	4	4
Patrol Officer gang statute arrests		5	5	5	5	5
Patrol Officers temporarily assigned to NET per quarter		1	1	1	1	1
Objective 3: Increase the number of Suffolk Police Officers involved in youth activities and initiatives by partnering with the Suffolk Youth Coordinator.						
Implementation Strategies: <ul style="list-style-type: none"> <li>Staff members meet with Youth Coordinator and determine best operational plan of officer's involvement.</li> <li>Manpower permitting, assign personnel to deliver law enforcement-youth related programs through parks and recreation.</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Staff meetings with Youth Coordinator Quarterly	0	4	4	4	4	4
Officers assigned to Summer Youth Programs	1	2	2	2	2	2

## Accreditation and Internal Accounting

Goal 1: The Suffolk Police Department will operate with the highest national standards						
Objective 1: To obtain full accreditation through The Commission of Accreditation for Law Enforcement Agencies (CALEA) by FY 14.						
Implementation Strategies: <ul style="list-style-type: none"> <li>• Ensure policy and procedures are in compliance with CALEA standards.</li> <li>• Establish list of standards and proofs of compliance.</li> <li>• Edit and revise all policies. Document compliance.</li> <li>• Officially notify CALEA of intent.</li> <li>• Hold mock review.</li> <li>• Hold actual assessment.</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
% of CALEA Standards Compliant			25	50	75	
Accreditation Achieved						Yes
Objective 2: Staff Quartermaster position to create replacement schedule for all issued equipment within 180 days of the implementation of this plan.						
Implementation Strategies: <ul style="list-style-type: none"> <li>• Select Quartermaster.</li> <li>• Quartermaster to conduct inventory on all equipment.</li> <li>• Utilize computer database to log all equipment.</li> <li>• Establish useful life span of equipment and schedule for replacement.</li> <li>• Include this document in budgeting considerations.</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Staff Quartermaster position		Yes				
Conduct Inventory of all equipment (times annually)			1	1	1	1
Create schedule of replacement and review annually (times annually)				1	1	1

## Emergency Communication Center

Goal 1: The Suffolk Police Emergency Communication Center will provide the best service to the citizens of Suffolk and the emergency responders through constant internal and external evaluation.						
Objective 1: Conduct 20 random survey interviews of citizens and a minimum of seven dispatcher/call taker audiotape reviews monthly. Based on a Likert scale, maintain an overall "meets or exceeds" expectations.						
Implementation Strategies: <ul style="list-style-type: none"> <li>Establish survey and audiotape evaluation forms.</li> <li>Establish policy and procedures for random surveying.</li> <li>Create monthly, quarterly and annual reporting.</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Number of random citizen surveys		120	240	240	240	
Number of dispatcher/call taker reviews	825	966	1932	1932	1932	
Objective 2: Obtain National Academies of Emergency Dispatch Accreditation obtained through EMD compliance standards.						
Implementation Strategies: <ul style="list-style-type: none"> <li>Establish Emergency Communication Accreditation Committee</li> <li>Apply through Priority Dispatching for Accreditation</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Accreditation		No	50%	100%		
Objective 3: Participate in 10 programs at local schools to inform children/younger citizens of the importance of 911 and how to properly use it.						
Implementation Strategies: <ul style="list-style-type: none"> <li>Notify Suffolk Public Schools of availability of Dispatchers for educational purposes.</li> <li>Create curriculum for Dispatchers.</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Number of Educational Classes taught		5	10	10	10	

## Animal Control

Goal 1: The Suffolk Police Animal Control will provide the most humane service to the animals within the City as well as efficient service to animal owners within the City.						
Objective 1: Increase the number of donated cats and dogs by 10% over the next fiscal years.						
Implementation Strategies: <ul style="list-style-type: none"> <li>Evaluate current practices and compare with national "best" practices.</li> <li>Promote adoption of pets in the local media</li> <li>Seek partnerships with volunteer and non-profit organizations.</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Number of dog adopted		485	533	586	672	
Number of cats adopted		316	347	394	433	
Objective 2: Decrease the number of dog and cat euthanasia by 10% over the next fiscal years.						
Implementation Strategies: <ul style="list-style-type: none"> <li>Evaluate current practices and compare with national "best" practices.</li> <li>Promote adoption of pets in the local media</li> <li>Seek partnerships with volunteer and non-profit organizations.</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Number of dog euthanized		533	480	432	389	
Number of cats euthanized		967	871	784	706	
Objective 3: Increase foster homes for animals by 20% over the next fiscal years.						
Implementation Strategies: <ul style="list-style-type: none"> <li>Promote foster home need in the local media.</li> <li>Seek volunteer and non-profit assistance</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Number of Animal Foster homes		19	22	26	31	

## Roadway Safety

Goal 1: Reduce fatalities through enforcement, education and engineering.						
Objective 1: Partner with Public Works (Traffic Engineers) to evaluate high crash locations and formulate enforcement or engineering modifications to reduce crashes at those locations by 5%.						
Implementation Strategies: <ul style="list-style-type: none"> <li>• Establish Command Officer to facilitate Police-Traffic Engineers committee.</li> <li>• Review high crash locations and fatalities.</li> <li>• Formulate strategies to reduce crashes including enforcement.</li> <li>• Seek funding through grants or budget process to implement strategies.</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Number of crash locations studied		12	12	12	12	12
Crash reduction in selected locations		5%	5%	5%	5%	5%
Summons issued at high crash locations		20%	20%	20%	20%	20%
Objective 2: Develop educational and crash awareness programs with Suffolk Public Schools within 180 days of implementation of this plan and reaching 100 students by FY 11.						
Implementation Strategies: <ul style="list-style-type: none"> <li>• Develop pilot program and partner with Suffolk Public Schools.</li> <li>• Seek age appropriate material to be taught in classes.</li> <li>• Select Instructors and train.</li> <li>• Create lesson plan and enter into partnership with school.</li> <li>• Seek grant funds.</li> </ul>						
Performance Measures:	FY 09 Actual	FY 10 Target	FY 11 Target	FY 12 Target	FY 13 Target	FY 14 Target
Students receiving crash awareness training		50	100	100	100	100