

In April and May of 2005 year, the Suffolk Police Department conducted an anonymous survey of all employees. The purpose was to provide employees with an opportunity to offer feedback on the organizational culture of the department. Of the 220 surveys circulated throughout the department, the planning team received 121 responses representing a response rate of fifty-five percent. In addition to surveys, the strategic planning team conducted a number of employee focus groups. Focus group feedback was consistent with remarks included in employee surveys. Employee focus groups identified five important internal issues that needed to be addressed in the planning process: Morale, Manpower, Internal Communication, Leadership, and Training. Much of the work of the strategic planning team is based on the data provided by this survey. Based on all of the information gathered, the planning team has developed the following goals:

- 1. The Suffolk Police Department will ensure and enhance public safety for all members of the community.***
- 2. The Suffolk Police Department will create an organizational culture of excellence.***
- 3. The Suffolk Police Department will become the law enforcement employer of choice in Hampton Roads.***

Goal 1. The Suffolk Police Department will ensure and enhance public safety for all members of the community.

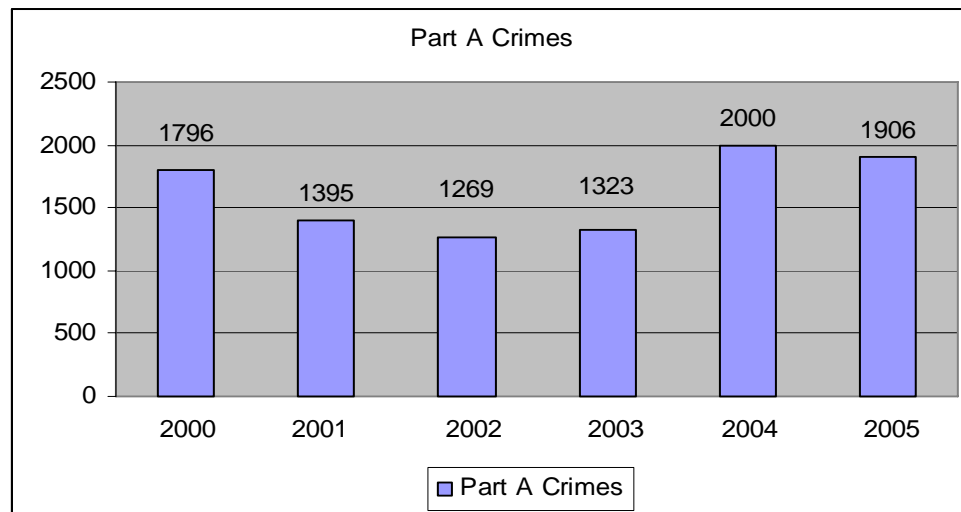
Throughout the planning process, group feedback and survey responses repeatedly indicated that police department employees, both sworn officers and civilians, feel that the definition of “law enforcement excellence” begins with a

focus on making Suffolk a safe place for residents, visitors, and businesses. Recent results of a Citizen Satisfaction Survey by the City of Suffolk indicated a 94.7% satisfaction rate with the Police Department. In addition, a Community Survey conducted by the strategic planning team found that the majority of those surveyed felt that Suffolk is a safe place to live. However, issues such as violent crime, juvenile crime, and traffic safety were frequently reported concerns. Handling these issues requires powerful prevention, enforcement and investigative resources. As Suffolk grows, so must the department. Full staffing levels in core service areas are essential to public safety. Each year we anticipate the need to add staff, both sworn and civilian, to continue to meet the core service requirements of our City and to staff important community programs. The City Manager has suggested that the Fire Department should add 18 new fire-fighters per year to keep up with the population growth (FY-2006-2007 budget proposal). While we may not have such a demand, we must closely calculate our need for growth.

Violent Crime - In 2004, Virginia saw a slight increase in violent crimes primarily due to an increase in robberies despite a decrease in other violent crimes. In 2004, Suffolk showed a decrease in violent crimes, however, based on three factors criminologists use to predict crime rates, 1) economic conditions/unemployment, 2) size of the crime prone 15-24 year old population, and 3) the number of inmates released from prison, it is likely that Suffolk will see an increase in the crime rate. The current rate of unemployment in Suffolk is approximately 4.0%, slightly higher than the 3.4% rate for Virginia overall. Add to

this the projected 49.8% (by 2010) growth in our area of the “crime prone” 16-24 year old population. .

From 2003 to 2004 calls for service increased by 4 percent; as of November 2005, calls for service had increased 6.4% beyond calendar year 2004. Although Suffolk saw an increase in Part A crimes in 2004, by comparison, Suffolk maintains a lower index crime rate per 1,000 people than Norfolk, Portsmouth, and Newport News. Part A crimes include murder, rape, robbery, aggravated assault, burglary, larceny, and motor vehicle theft.



Juvenile Crime – We recognize that the youth in our community are some of its most important assets. They represent the potential to fulfill our hopes, dreams, and aspirations for the City of Suffolk. Unfortunately, gang activity, drugs, and alcohol are becoming more prevalent in the youth community. Members of the local juvenile justice system report the concern that, although the number of juvenile offenders is increasing only slightly, the increased severity of their offenses is of great cause for alarm. Ultimately we recognize that solving the problem of youth crime in our community requires looking beyond the symptoms

of the problem to the underlying cause(s); thus, collaboration among the police, schools, the juvenile justice system, court services unit and other local agencies is needed to develop systematic and comprehensive prevention, intervention, and enforcement strategies.

Traffic Safety - Traffic problems, from accidents to DUI and aggressive driving, are a major source of concern for the general public and an important issue for the department to address. The number of crashes in Suffolk each year continues to increase. Alarming, the number of fatal crashes doubled from 2003 to 2004. In 2004 Suffolk was the third highest city (in the state) in fatalities per 1000 drivers. Although the Police Department continues to place great emphasis on traffic safety, a significant amount of travel within and through the city makes Suffolk an ideal venue for frequent traffic accidents. There are several components that are addressed to improve traffic safety overall: speed and traffic enforcement, impaired driving (driving under the influence of alcohol or drugs), and occupant safety. In addition to enhanced enforcement activities, it is important to develop public information and education programs that involve the community and raise local awareness of safety issues. Protecting the community cannot be successfully accomplished without the partnership and support of citizens in the community, other community agencies, and meaningful working relationships with other City departments.

Objective 1.1 Establish and maintain community partnerships

- 1.1a Conduct citizen police academies and present on-going Crime Prevention programs for the citizens of Suffolk

- Present Senior Citizens Academy
- Present open Citizens Academy
- Offer “Refuse to be a Victim” seminar
- Create departmental brochure detailing crime prevention programs and/or materials that are available from the Suffolk Police Department
- Design a community-wide education and engagement program to combat drug addiction and related crime

- 1.1b Support and develop community initiatives such as Neighborhood Watch and Business Watch
- Design and distribute Neighborhood Watch questionnaire to be circulated throughout new housing developments to encourage residents to participate in the program
 - Promote Business Watch in downtown business district and in shopping plazas by door-to-door promotion, including crime prevention specialist response and design of crime prevention strategies
 - Prepare and distribute informational materials on available department programs
 - Develop guidelines for Civic League officers that specify department expectations when working with Civic Leagues
 - Forward Civic League attendance forms to be completed by attending officer to appropriate units (Traffic, SIU, CIU)
- 1.1c Host semi-annual town hall meetings with the Chief
- Survey community members to determine topics of interest
 - Conduct sessions focusing on topics and on seasonal crime trends

Objective 1.2 Partner with other agencies to identify community concerns and work to develop area-specific solutions

- 1.2a. Create agency/departmental taskforce to include NDS, City Attorney’s Office, Fire Department, and Police Department to meet quarterly to discuss issues (e.g. blighted residences, drug nuisance properties, etc.) review options, and plan solutions
- 1.2b. Promote ride-along program for members of local organizations involved in drug issues to conduct surveys of suspected drug neighborhoods and to develop methodologies to address the impact of drugs within the community

- 1.2c Prepare a quarterly report of illegal drug trends/activities within and around the City of Suffolk

Objective 1.3 Match department growth rate with projected City growth

- 1.3a Complete a comprehensive analysis of calls for service
- 1.3b Compare calls for service, manpower, and clearance rates to determine needed positions

Objective 1.4 Positively impact crime and delinquency

- 1.4a Actively participate in the Suffolk Initiative on Youth to address youth and gang issues in the community
- 1.4b Develop and implement a Youth Police Academy
- 1.4c Expand the Explorer program to include internships for juveniles to assist in tasks such as Police Marine Patrol Aid, Crime Scene TechAid, Dispatcher Aid, Traffic Support Aid, and Animal Control Aid.
- 1.4d Create a police mentor program for “at risk” youth
- 1.4e Create a Youth and Family Services Unit to gather intelligence, monitor activity, educate the community, and enforce appropriate Code section(s)
- 1.4f Implement “mapping program” to prohibit certain offenders from loitering in crime prone areas of the City

Objective 1.5 Develop and implement programs to increase traffic safety

- 1.5a Use crime analysis and other data to Identify speeding “hot spots” and increase speed enforcement in these locales by 50%.
- 1.5b Increase DUI sobriety check points by 50% - schedule to correspond with heavy traffic flow occasions
- 1.5c Establish Motor Carrier Unit to increase commercial motor vehicle inspections and weight enforcement details by 100%.
- 1.5d Prepare impaired driving/traffic safety education program and present to middle and high school students each semester.
- 1.5e Design Neighborhood Traffic Control Program to include increased radar monitoring, improved signage, and neighborhood distribution of materials on traffic safety awareness.
- 1.5f Issue periodic media releases on specific traffic safety problems

Goal 2 The Suffolk Police Department will create an organizational culture of excellence.

Looking inward is often a difficult task. While the employees of the Suffolk Police Department indicate a consistently strong positive feeling about their work and the Department overall, issues such as supervision and leadership, inconsistent application of policies, and poor internal communication were routinely mentioned as items needing to be addressed by the organization. In order to achieve our mission of providing “Law Enforcement Excellence...” to the community we must work to develop an internal standard that mandates a consistently high level of performance from everyone. The ever growing skill set needed by law enforcement professionals must be developed and supported by a dynamic organization that fosters leadership, accountability, respect and maintains open lines of communication among all organizational levels.

High performing organizations routinely seek out best practices and evaluate their performance to facilitate continuous process improvement. This requires detailed operational planning so as to make optimum use of time and personnel. An on-going review of our internal processes, “how we conduct business,” will improve our delivery of services and help to create a more efficient police department. Process evaluations focus on individual departmental tasks (e.g. property and evidence handling), identify how those tasks are designed according to policy, and discern how the task is actually completed on a day-to-day basis. In some instances, the process review can lead to identifying updated

or more efficient ways of completing tasks. We must identify those best practices that will help us to meet the ever-increasing demands placed upon the department using the tools we have. Additionally, the pursuit of formal recognition of our achievements through the Virginia Law Enforcement Professional Standards Commission will implement a framework for performing at or above the State standard for law enforcement agencies.

Although the department is continually faced with increased expectations, there is no guarantee that heightened expectations will be accompanied by a corresponding increase in resources. We must consider the issue of resources and ways to expand the tools available to us. Good working relationships with other City departments and agencies can be useful tools, and are often overlooked by the Police Department. Just as vital as community support, collaborative efforts to address specific issues along with active participation on inter-agency Boards helps to identify needs, avoid duplication of services, and create partnerships that conserve time and money. Several of the objectives mentioned in this plan suggest activities that will require the Police Department to be proactive in leading group efforts to battle multifaceted issues.

Each year, the Command Staff prepares an extensive budget request. The financial resources allocated by the City for the Police Department translate directly to corresponding levels of manpower, equipment, training, and other departmental needs. Based on the changing and rapidly expanding needs of the

community, it is important that the Police Department actively seek to meet unfunded Department needs with alternative sources of funding such as grants or through the creation of public-private partnerships. There are two types of grants, direct (or block) grants and competitive grants. The funding may come from a public entity such as the Federal government or from a private entity such as a foundation. The Suffolk Police Department currently receives grants from Federal and State government sources, primarily in the form of direct or block grants. Block grants are disbursed by a formula generally determined by population and crime rate. Competitive grant awards are generally based on the merit of the application as it compares to others and upon how well the proposal conforms to the particular grant criteria. There are two important factors to consider in the decision to apply for grant funding:

- 1.) Does the department have the necessary resources (matching funds, available staff, etc.) to meet the requirements for the grant?
- 2.) Does the grant meet the needs of the Department?

Unfortunately, the answer to one or both of these questions is often “no.” Because grant funding is not the available or appropriate solution for every need, another option to explore is the creation of a public-private partnership such as a police foundation. A police foundation is an independent, non-profit, charitable organization dedicated to fostering public safety through community building, education, and outreach. A foundation is generally governed by a group of business and community leaders who engage in fundraising and support building efforts. Contributions made to a foundation are generally tax-deductible under

IRS section 501 c (3). The resources of the foundation would solely support projects of the Suffolk Police Department.

Objective 2.1 Develop and enhance leadership skills at all levels of the organization

- 2.1a Identify or design a law enforcement leadership curriculum to be implemented as periodic training for all officers
- 2.1b Require supervisors to attend a minimum of 8 hours of leadership training per year
- 2.1c Develop procedures to ensure accuracy of training records for all staff to include schools, seminars, and non-DCJS mandated classes
- 2.1d Provide a “library” of leadership/management books, videos, articles, and other resources that is available to all personnel

Objective 2.2 Ensure that policy and procedure is consistently applied

- 2.2a Provide all employees with an updated Policy and Procedures Manual
- 2.2b Post Policies, Procedures, and Special Orders on departmental intranet or in shared folder for easy access and viewing
- 2.2c Require attendance at post academy for all employees to review Policy and Procedures
- 2.2d Include civilian staff representative(s) on Policy Review Committee
- 2.2e Develop routine meeting schedule for Policy Review Committee; post schedule along with list of policies to be reviewed in newsletter; solicit questions and input on policies to be reviewed from entire department
- 2.2f Post notification of changes to policies and procedures in e-mail to policy review personnel prior to meetings
- 2.2g Identify mechanism to send “Policy Reminders” to all PD employees (begin with Policy 1.1 and work through manual – similar to a “helpful hints” mailing)

Objective 2.3 Establish and maintain strong internal communications

- 2.3a Conduct a survey of all employees to determine what types of departmental information is important and identify the appropriate method(s) to provide such information
- 2.3b Combine the Forensic newsletter with the Code 16 to form one, comprehensive publication

- 2.3c Solicit articles and contributions to the newsletter and include specific sections for news from each Sector for a "Suggestion Corner"
- 2.3d E-mail will be used by off-going shift supervisor to brief on-coming officers during rollcall
- 2.3e Implement departmental intranet - use web and email applications for posting information, announcements, news, etc.
- 2.3f Provide refresher training for all police officers on use of email system and mobile training to retrieve departmental information
- 2.3g Update and correct all employee information in GroupWise™ and RMS and (if possible) separate employees by "active" and "inactive" status
- 2.3h Survey the Operations staff on how to best exchange information with street officers
- 2.3i Distribute daily "hot sheets" with lists of stolen vehicles, wanted subjects, etc. May be done electronically and distributed via email.

Objective 2.4 Align strategic & operational goals to ensure goal attainment

- 2.4a Create standing planning committee to meet quarterly
- 2.4b Attain departmental accreditation thru VALEPSC by June 2009
 - Identify person(s) responsible for accreditation process
 - Complete VALEAC training for responsible persons
 - Set timeline for completion of each section
 - Require accreditation staff to report progress to planning committee at quarterly meetings
 - Select target date for "mock" accreditation review
- 2.4c Identify and document key tasks and benchmarks for major projects and use committee to monitor progress towards goal attainment.

Objective 2.5 Use resources effectively

- 2.5a Conduct process evaluations of PD core functions to determine efficiency/effectiveness and recommend improvements where appropriate
- 2.5b Set-up a "courts committee" to evaluate and implement recommendations for efficiently and effectively improving the department's court function
- 2.5c Improve "calls for service" management

- Review and assess what constitutes a call requiring police presence
 - Develop alternative response models for non-critical calls
 - Use limited duty and light duty personnel to staff an “IBR Over-the-Phone” position
- 2.5d Establish a technology team to plan for acquisition of modern technology, management information systems, and infrastructure that support departmental operations

Goal 3 The Suffolk Police Department will become the law enforcement employer of choice in Hampton Roads.

Some of the themes that emerged from the employee focus groups and the planning retreat stress the need to improve recruiting, training, and retention of highly qualified officers and civilian employees. Specifically, there is a need for a more proactive approach to recruiting officers; more opportunities for appropriate job related training as well as training for personal development; stronger emphasis on career and educational development; and a firm commitment to improving the quality of work life for all employees. Also, to ensure a representative organization that mirrors the demographic diversity of the community, a well-designed recruitment plan is critical. Given the intense competition for highly qualified candidates, programs that identify and cultivate promising candidates, such as explorer and cadet programs, should be considered or expanded. Once hired, initial training must provide a solid foundation to build upon along with practical, day-to-day lessons gained through the field training experience. In order to improve retention, on-going training and career development should be a priority.

It is critical that the department make every effort to improve the quality of work life for all employees. Quality of work life is a key component for many recruitment and retention issues. Departmental programs that promote employee appreciation and recognition, health and wellness, diversity, and those that support the balance between work and life should be expanded and highlighted. The planning team recommends the creation of internal work groups to assist with recruitment, quality of work life, and diversity issues. Each of these work groups will be comprised of sworn and civilian employees from various levels of the organization to allow for maximum participation.

Objective 3.1 Maximize recruitment efforts

- 3.1a Fill the recruiter position
- 3.1b Set aside funds exclusively for recruiting
- 3.1c Develop a recruiting plan
 - Make a list of previous participation in recruiting events
 - Evaluate each event by factors such as: access to diverse candidates, applications submitted as a result of the event, hires made from each source to determine which events were most successful to the department
 - Identify and plan to attend recruitment opportunities for each 12 month period to include: job fairs, on-campus recruiting, etc.
 - Advertise police vacancies at online job sites and in key publications (Monster.com, Navy Times, etc.)
 - Design recruiting literature to highlight the diversity of the department
 - Create recruiting website with an easy to locate domain name solely for information about jobs with the police department
 - Select 4 to 6 officers to staff a “Recruitment and Retention Team” who can be assigned to recruit as needed
 - Provide recruitment training for Recruitment and Retention Team
 - Advertise recruiting website on police vehicles
- 3.1d Develop a cadet program for 18 – 20 year old candidates

- 3.1e Review website information quarterly and notify IT of needed updates
- 3.1f Annually review and update recruiting materials
- 3.1g Assign an Recruitment and Retention Team to compile a database of potential recruitment websites
- 3.1h Offer incentives for employee referrals of qualified candidates who are hired (bonus leave, gift-cards, etc.)

Objective 3.2 Strengthen Department retention

- 3.2a Create internal “employee relations” committee to address workplace issues within the PD
- 3.2b Designate the Recruitment and Retention Team to identify and/or recommend retention and training strategies that will help the department demographics mirror those of the community
- 3.2c Expand employee recognition and award programs
 - Add “Civilian Employee of the Year”
 - Schedule bi-annual awards ceremonies
 - Solicit award nominations via department newsletter and email
- 3.2d Enhance employee “quality of work life” (QOWL)
 - Institute QOWL suggestion program for employees
 - Plan and host annual **family** day event
 - Post health and wellness resources and links on department web site
- 3.2e Prepare list of feasible shift schedules and survey officers on preferences/pros/cons
- 3.2f Expand police auxiliary program and use auxiliary members to assist _____ where possible to lessen the impact of manpower shortages

Objective 3.3 Enhance organizational training and encourage professional development

- 3.3a Identify training needs for all employees and make recommendations for addressing needs
- 3.3b Develop an on-going foreign language training program
 - Prepare quick translation guides
 - Compile and distribute a list of language training opportunities
- 3.3c Design and implement an officer mentor program
- 3.3d Provide 8 hours of annual management training to supervisors
- 3.3e Design 8-hour career development training to be offered in addition to DCJS training requirements; training will focus on _____

- transferable skills such as communications, critical thinking, goal setting, and skills needed to advance in a profession.
- 3.3f Work with area colleges and universities to provide educational opportunities for professional and personal employee development

In Conclusion . . .

The mission statement of the Suffolk Police Department is a simple one: "Law Enforcement Excellence through Partnership with Our Community." The department's programs and initiatives reflect our partnership with the community to create a safer Suffolk. This plan outlines various goals and objectives that will maintain the good services we now provide and help us to achieve our vision for the future. Evolving community needs and expectations coupled with the changing fiscal environment will necessitate a flexible and proactive approach to achieving these goals and objectives. Other critical elements must exist for the department to achieve the goals and objectives set forth in this plan: we must engender support for our mission from all levels of the organization; all employees must be aware of the mission, vision, values, goals, and objectives; we must continually strive to involve the community in the planning and implementation of initiatives designed to benefit them; and we must understand that objectives need to be regularly reviewed and, if necessary, adjusted in response to factors in the internal and external environment. We are committed to our mission, dedicated to our vision, and we will continuously strive to excel in all we do.

Goal-Objective Time/Task Plan

Goal 1. The Suffolk Police Department will ensure and enhance public safety for all members of the community.

Objective 1.1 Establish and maintain community partnerships			
		WHEN	WHO
a	Conduct citizen police academies and present on-going Crime Prevention programs for the citizens of Suffolk		
	Present Senior Citizens Academy	Annually, Spring	Community Improvement Unit
	Present open Citizens Academy	Annually, Fall	
	Offer "Refuse to be a Victim" seminar	Annually, Summer	
	Create departmental brochure detailing crime prevention programs and/or materials that are available from the Suffolk Police Department	by June 2007	
	Design a community-wide education and engagement program to combat drug addiction and related crime	Begin August 2006	
b	Support and develop community initiatives such as Neighborhood Watch and Business Watch		
	Design and distribute Neighborhood Watch questionnaire to be circulated throughout new housing developments to encourage residents to participate in the program	December 2006	Community Improvement Unit
	Promote Business Watch in downtown business district and in shopping plazas by door-to-door promotion, including crime prevention specialist response and design of crime prevention strategies	June – August 2006	
	Prepare and distribute informational materials on available department programs	June 2007	
	Develop guidelines for Civic League officers that specify department expectations when working with Civic Leagues	By July 2006	Precinct Captains
	Forward Civic League attendance forms to be completed by attending officer to appropriate units (Traffic, SIU, CIU)	Begin July 2006, quarterly	Street Sergeants
c	Host semi-annual town hall meetings with the Chief		
	Survey community members to determine topics of interest	January & August annually	Administrative Captain
	Conduct sessions focusing on topics and on seasonal crime trends	March & October, Annually	Command Staff

Objective 1.2**Partner with other agencies to identify community concerns and work to develop area-specific solutions**

			WHEN	WHO
a		Create agency/departmental taskforce to include NDS, City Attorney's Office, Fire Department, and Police Department to meet quarterly to discuss issues (e.g. blighted residences, drug nuisance properties, etc.) review options, and plan solutions	June 2007	Sector Captains
b		Promote ride-along program for members of local organizations involved in drug issues to conduct surveys of suspected drug neighborhoods and to develop methodologies to address the impact of drugs within the community	June – August, annually	Sector Captains
c		Prepare a quarterly report of illegal drug trends/activities within and around the City of Suffolk	Begin July 2006, quarterly	S.I.U.

Objective 1.3**Match department growth rate with projected City growth**

a		Complete a comprehensive analysis of calls for service	December 2006	Administrative Analyst & Crime Analyst
b		Compare calls for service, manpower, and clearance rates to determine needed positions	June 2007	

Objective 1.4**Positively impact crime and delinquency**

a		Actively participate in the Suffolk Initiative on Youth to address youth and gang issues in the community	by August 2006	Investigations Captain
b		Develop and implement a Youth Police Academy	FY2007	
c		Expand the Explorer program to include internships for juveniles to assist in tasks such as Police Marine Patrol Aid, Crime Scene Tech Aid, Dispatcher Aid, Traffic Support Aid, and Animal Control Aid	FY 2008	CIU & Special Operations
d		Create a police mentor program for "at risk" youth	FY 2008	Special Operations
e		Create a SPD Youth and Family Services Unit to gather intelligence, monitor activity, educate the community, and enforce appropriate Code section(s)	July 2007	Sector Captains
f		Implement "mapping program" to prohibit certain offenders from loitering in crime prone areas of the City	December 2007	Investigation Captain

Objective 1.5
Develop and implement programs to increase traffic safety

		WHEN	WHO
a	Use crime analysis and other data sources to Identify speeding "hot spots" and increase speed enforcement in these locales by 50%	begin December 2006	Crime analyst & Sector Captains
b	Increase DUI sobriety check points by 50% - schedule to correspond with heavy traffic flow occasions	Begin FY 2007	Special Operations Lieutenant
c	Establish Motor Carrier Unit to increase commercial motor vehicle inspections and weight enforcement details by 100%	Begin FY 2008	Special Operations Lieutenant
d	Prepare impaired driving/traffic safety education program and present to middle and high school students each semester	Begin Fall 2006	Special Operations, SRO's
e	Design Neighborhood Traffic Control Program to include increased radar monitoring, improved signage, and neighborhood distribution of materials on traffic safety awareness	January 2007	Special Operations Lieutenant
f	Issue periodic media releases on specific traffic safety problems	Begin July 2006, quarterly	Public Information Officer

Goal 2. The Suffolk Police Department will create an organizational culture of excellence.

Objective 2.1
Develop and enhance leadership skills at all levels of the organization

		WHEN	WHO
a	Identify or design a law enforcement leadership curriculum to be implemented as periodic training for all officers	FY 2008	OPS Sergeant
b	Require supervisors to attend a minimum of 8 hours of leadership training per year	FY 2008	Major
c	Develop procedures to ensure accuracy of training records for all staff to include schools, seminars, and non-DCJS mandated classes	FY 2007	OPS Sergeant
d	Provide a "library" of leadership/management books, videos, articles, and other resources that is available to all personnel	begin October 2006	Precinct Captains

Objective 2.2
Ensure that policy and procedure is consistently applied

		WHEN	WHO
a	Provide all employees with an updated Policy and Procedures Manual	December 2006	Administrative Analyst
b	Post Policies, Procedures, and Special Orders on departmental intranet or in shared folder for easy access and viewing	FY 2007	Administrative Analyst
c	Require attendance at post academy for all employees to review Policy and Procedure	Begin June 2007	Administrative

			Captain
d	Include civilian staff representative(s) on Policy Review Committee	by January 2007	Major
e	Develop routine meeting schedule for Policy Review Committee; post schedule along with list of policies to be reviewed in newsletter; solicit questions and input on policies to be reviewed from entire department	January 2007	Major
f	Post notification of changes to policies and procedures in the newsletter prior to meetings	Begin January 2007	PIO
g	Identify a mechanism for "Policy Reminders" to all PD employees (begin with Policy 1.1 and work through manual – similar to a "helpful hints" mailing)	Begin January 2007	OPS Sergeant

Objective 2.3			
Establish and maintain strong internal communications			
		WHEN	WHO
a	Conduct a survey of all employees to determine what types of departmental information is important and identify the appropriate method(s) to provide such information	by December 2006	Administrative Analyst
b	Combine the Forensic newsletter with the Code 16 to form one, comprehensive publication	January 2007	PIO & Forensics Supervisor
c	Solicit articles and contributions to the newsletter and include specific sections for news from each Sector for a "Suggestion Corner"	October 2006	PIO
d	E-mail will be used by off-going shift supervisor to brief on-coming officers during roll-call	July 2007	Sector Captains
e	Implement departmental intranet - use web and email applications for posting information, announcements, news, etc.	by January 2007	Department IT staff
f	Provide refresher training for all police officers on use of email and mobile system to retrieve departmental information	begin October 2006	Administrative Captain
g	Update and correct all employee information in GroupWise™ and RMS and (if possible) separate employees by "active" and "inactive" status	by June 2007	Department IT staff
h	Survey the Investigations and Uniform Patrol staff for thoughts on how to best exchange information with street officers	by February 2007	Investigations Captain
i	Distribute daily "hot sheets" with lists of stolen vehicles, wanted subjects, etc. May be done electronically and distributed via email.	begin January 2007	Administrative Captain

Objective 2.4
Align strategic & operational goals to ensure goal attainment

		WHEN	WHO
a	Create standing planning committee to meet quarterly	by July 2006	Administrative Analyst
b	Attain departmental accreditation thru VALEPSC by June 2009	FY 2009	Administrative Analyst
	Identify person(s) responsible for accreditation process	by June 2006	Administrative Analyst
	Complete initial VALEAC training for responsible persons	by June 2006	Administrative Analyst
	Set timeline for completion of each section	December 2006	Administrative Analyst
	Require staff to report progress to command staff at quarterly meetings	Begin September 2006, quarterly	Planning Committee Staff
	Select target date for "mock" accreditation review	January 2008	Administrative Analyst
c	Identify and document key tasks and benchmarks for major projects and use planning committee to monitor progress towards goal attainment	Begin July 2006, ongoing	Command Staff

Objective 2.5
Use resources effectively

a	Conduct process evaluations of PD core functions to determine efficiency/effectiveness and recommend improvements where appropriate	Begin July 2007	Administrative Analyst
b	Set-up a "courts committee" to identify and implement ways to improve efficiency and effectiveness of court function	January 2007	Sector Captains
c	Improve "calls for service" management	begin July 2006	Command Staff
	Review and assess what constitutes a call requiring police presence	by October 2006	Command Staff and Administrative Lt.
	Develop alternative response models for non-critical calls	by April 2007	
	Use limited duty and light duty personnel to staff an "IBR Over-the-Phone" position	Begin July 2006	Administrative Captain
d	Establish a technology team to plan for acquisition of modern technology, management information systems, and infrastructure that support departmental operations	by December 2006	Command Staff

Goal 3 The Suffolk Police Department will become the law enforcement employer of choice in Hampton Roads.

Objective 3.1			
Maximize recruitment efforts			
		WHEN	WHO
a	Fill the recruiter position	by January 2007	Command Staff
b	Set aside funds exclusively for recruiting	annually	
c	Develop a recruiting plan		
	Make a list of previous participation in recruiting events	by January 2007	OPS Sergeant
	Evaluate each event by factors such as: access to diverse candidates, applications submitted as a result of the event, hires made from each source to determine which events were most successful to the department	by August 2007	
	Identify and plan to attend recruitment opportunities for each 12 month period to include: job fairs, on-campus recruiting, etc.	beginning of each Fiscal year	
	Advertise police vacancies at online job sites and in key publications (Monster.com, Navy Times, etc.)	On-going	OPS Sergeant
	Design recruiting literature to highlight the diversity of the department	by December 2006	Recruitment and Retention Team
	Create recruiting website solely for information about jobs with the police department	December 2007	Recruitment and Retention Team
	Select 4 to 6 officers to staff a "Recruitment and Retention Team" who can be assigned to recruit as needed	by December 2007	OPS & Sector Captains
	Provide recruitment training for Recruitment and Retention Team	by January 2007	OPS
	Advertise recruiting website on police vehicles	by December 2007	OPS
d	Develop a cadet program for 18 – 20 year old candidates	FY 2008	Command Staff
e	Review website information quarterly and notify IT of needed updates	Begin June 2006, quarterly	Recruitment and Retention Team
f	Annually review and update recruiting materials	Begin December 2006, annually	Recruitment and Retention Team
g	Assign an Recruitment and Retention Team to compile a database of potential recruitment sites	May 2007	OPS
h	Offer incentives for employee referrals of qualified candidates who are hired (bonus leave, gift-cards, etc.)	Begin FY 2008	Command Staff

Objective 3.2			
Strengthen department retention			
		WHEN	WHO
a	Create internal "employee relations" committee to address workplace issues within the PD	by December 2006	Command Staff
b	Designate the Recruitment and Retention Team to identify and/or recommend retention	by December 2006	

	and training strategies that will help the department demographics mirror those of the community		
c	Expand employee recognition and award programs		
	Add "Civilian Employee of the Year" and "Investigator of the Year" awards	by June 2006	Sector 1 Captain
	Schedule bi-annual awards ceremonies	Begin FY 2007	Awards Committee Sector 1 Captain
	Solicit award nominations via department newsletter and email		
	Distribute annual employee satisfaction survey	Begin January 2007, annually	Administrative Analyst
d	Enhance employee "quality of work life" (QOWL)		
	Institute QOWL suggestion program for employees	by December 2006	Employee Relations Committee
	Plan and host annual family day event	FY 2007	
	Post health and wellness resources and links on department web site	FY 2008	
e	Prepare list of feasible shift schedules and survey officers on preferences/pros/cons	FY 2007	Recruitment and Retention Team
f	Expand police auxiliary program and use auxiliary members to assist where possible to lessen the impact of manpower shortages	FY 2008	Special OPS Lieutenant

Objective 3.3			
Enhance organizational training and encourage professional development			
		WHEN	WHO
a	Identify training needs for all employees and make recommendations for addressing needs	FY 2007	Training Coordinator and Administrative Analyst
b	Develop an on-going foreign language training program		
	Prepare quick translation guides	FY 2007	Training Coordinator
	Compile and distribute a list of language training opportunities	FY 2007	
c	Design and implement an officer mentor program to improve retention	FY 2008	Recruitment and Retention Team
d	Provide 8 hours of annual management training to supervisors	FY 2007	Training Coordinator
e	Design 8-hour career development training to be offered in addition to DCJS training requirements; training will focus on transferable skills such as communications, critical thinking, goal setting, and skills needed to advance in a profession.	FY 2008	Training Coordinator
f	Work with area colleges and universities to provide educational opportunities for professional and personal employee development	Begin January 2007	Training Coordinator