
PUBLIC SAFETY



FIRE-RESCUE

MISSION STATEMENT

Norfolk Fire-Rescue protects life, property, and the environment by preventing and suppressing fires, mitigating hazards, caring for the sick and injured, and providing public education.

DEPARTMENT OVERVIEW

Norfolk Fire-Rescue is divided into six major functional areas as follows:

Operations: Responsible for all emergency services provided by the department including fire suppression, emergency medical care, hazardous materials mitigation, technical rescue, water rescue, and terrorism response.

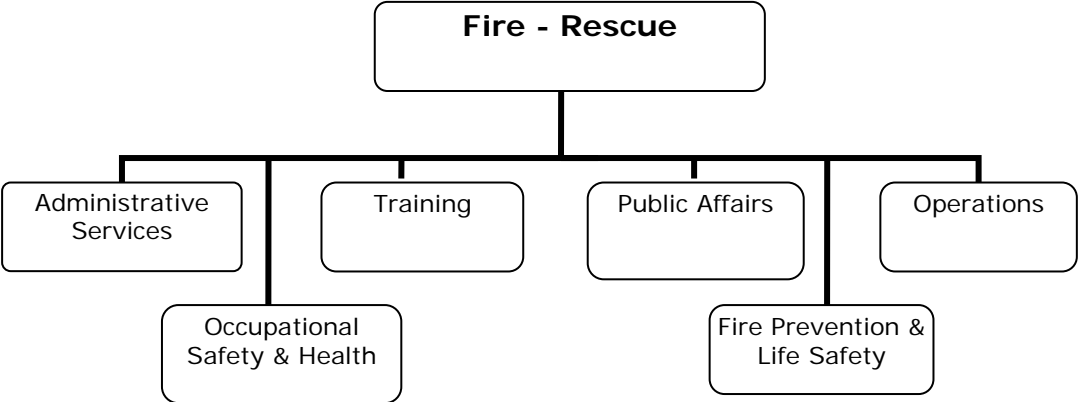
Fire Marshal’s Office: Responsible for enforcement and life safety services provided by the department including fire safety inspections, fire and environmental code enforcement, fire and arson investigations, fire and life safety education, and car seat safety inspections.

Training: Responsible for all personnel training and certification programs provided by the department in the subject areas of basic recruitment, firefighting, emergency medical care, hazardous materials, technical rescue, terrorism, management/leadership, and command and control.

Administrative Services: Responsible for payroll and employee benefits administration, accounts payable, accounts receivable, budgeting and fiscal management, grants administration, procurement and supply, and clerical and administrative support.

Public Affairs: Responsible for public outreach programs, media relations and public information, marketing, information technology, performance measurement, quality assurance/quality improvement, strategic planning, recruitment, and workforce planning accreditation.

Occupational Safety & Health: Firefighter health and wellness programs, emergency incident and workplace safety, disability management, risk management, and loss prevention.



BUDGET HIGHLIGHTS

The total FY 2009 budget for the Department of Fire-Rescue is \$38,149,700. This is a \$2,101,800 increase over the FY 2008 budget. This 5.8 percent increase is attributable to the new Medic Unit at Station 12, compensation changes, continued funding of the Master Firefighter program and increased personnel costs, which include healthcare, retirement and group life insurance.

KEY GOALS AND OBJECTIVES

- Respond promptly to and mitigate fires, medical emergencies, hazardous materials incidents, technical rescues, water rescues, and terrorism incidents.
- Deploy the first fire unit to the scene of all fires and medical emergencies in four minutes or less, 90 percent of the time.
- Deploy the balance of a first alarm assignment to the scene of a fire in eight minutes or less, 90 percent of the time.
- Deploy an ambulance to the scene of a life-threatening medical emergency in eight minutes or less, 90 percent of the time.
- Contain structure fires to the area, room, or structure of origin, 90 percent of the time.
- Provide fire and life safety inspections and enforce fire, life safety, and environmental codes.
- Ensure successful convictions of arson related arrests, 100 percent of the time.
- Provide fire and life safety education programs to the public school system and the community.
- Provide child car safety seat inspections as requested.
- Conduct two firefighter recruit academies and train thirty new firefighter recruits annually.
- Conduct personnel certification and refresher training in the subject areas of firefighting, emergency medical care, technical rescue, hazardous materials response, water rescue, terrorism response, leadership and management, and command and control.

PRIOR YEAR ACCOMPLISHMENTS

Administrative Services

- Awarded the 2007 Rescue Squad Assistance Grant in the amount of \$47,058 from the Virginia Department of Health, Office of Emergency Medical Services to fund the purchase of six (6) cardiac monitor-defibrillators. The new units will allow Norfolk Fire-Rescue's service providers the ability to obtain EKG in the field and transmit the EKG to the receiving hospital.

- Awarded \$10,000 Training Mini Grant from the Virginia Department of Fire Programs to fund the purchase of swift water rescue training and equipment.

Fire Marshal's Office

- Hosted Fire Prevention Week at Fire Station 1 in October 2007. Participants from public and private schools were educated on fire prevention and life safety, as well as demonstrations and activities from the City of Norfolk's Fire, Police and Sheriff Departments.

Fire-Rescue Training

- Implemented comprehensive in-service fire company training program aimed at guiding the efforts of company officers in training less experienced employees.
- Attained full accreditation by the VA Office of Emergency Medical Services to teach EMT-Intermediate at Norfolk Fire Rescue's (NFR) Training Center. Graduated the first class of fifteen students from NFR.
- Completed two Emergency Medical Technician Intermediate (EMT-I) classes.
- Completed Tidewater Regional Fire Academy (TRFA) Class#113 with 21 firefighters.
- Completed Live Burn Training for all operational personnel.
- Completed Rapid Sequence Induction Intubations (RSI) training for all departments' Attendants In Charge (AIC).
- Completed entry level testing (written and agility) for new hires, collaborating with Human Resources.

Fire-Rescue Operations

- Quality Assurance - NFR has instituted monthly quality assurance meetings with the Operational Medical Director (OMD) to discuss issues related to patient care and develop action plans for improving equipment, training and service quality. This process has provided a regular focus on issues of quality service and patient care department-wide and resulted in successfully addressing problems and improvements in a timely manner.
- Customer Service Feedback Process - Developed and implemented a formal process for customer service feedback. This process facilitates the receipt and tracking of customer service feedback including compliments and complaints. Additionally it facilitates follow-up on reports of poor customer service, taking corrective action when necessary.
- Developed and implemented a pre-incident planning program. This program involves pre-incident surveys conducted by fire companies of buildings. It facilitates the preparation and cataloging of electronic pre-plans of buildings for easy retrieval by the incident commander during emergencies.

Expenditure Summary

	FY 2006 ACTUAL	FY 2007 ACTUAL	FY 2008 APPROVED	FY 2009 APPROVED
Personnel Services	32,745,729	34,316,184	33,304,117	35,011,687
Materials, Supplies, and Repairs	2,055,047	2,395,364	2,412,499	2,598,729
General Operations and Fixed Cost	415,151	333,142	328,484	328,484
Equipment*	980	1,590	2,800	210,800
TOTAL	35,216,907	37,046,280	36,047,900	38,149,700

*Large increase in Equipment is one time in nature and is due to purchase of new Medic 12 Ambulance (\$208,000).

Programs & Services

	FY 2007 ACTUAL	FY 2008 APPROVED	FY 2009 APPROVED	POSITIONS
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ADMINISTRATION

Administrative & Leadership Services	2,142,686	2,221,056	3,672,616	26
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Provides the best possible quality fire suppression and prevention, emergency medical, hazardous materials, and heavy and tactical rescue services through leadership, coordination, planning and management.

DIVISION OF TRAINING

Training & Staff Development	2,640,796	2,755,389	1,930,336	20
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Provides initial and re-certification training of all department emergency response personnel to meet state and federal guidelines and requirements.

SUPPRESSION, PREVENTION, AND MEDICAL SERVICES

Operations	31,148,819	29,807,729	31,340,545	469
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Fire Suppression & Control Provide emergency response operations to include: the removal of victims from burning structures; care and treatment of injuries; protection of adjacent structures to minimize the damage of spreading fire; the containment of fire to room, section, or structure of origin; and limiting damage to physical property.

Emergency Medical Services: Provides emergency response operations to include: the treatment of sick or injured patients, transporting sick and injured patients to the appropriate medical facilities, and reducing the morbidity and mortality associated with emergency medical and traumatic conditions.

Programs & Services

	FY 2007 ACTUAL	FY 2008 APPROVED	FY 2009 APPROVED	POSITIONS
<p>Hazardous Materials Services: Emergency response operations to include: the containment of environmental threats associated with hazardous materials; removal, decontamination and treatment of victims exposed to hazardous materials; minimization of the effects of exposure to hazardous materials; and providing timely information about hazardous materials.</p>				
Fire Marshal's Office	1,113,979	1,263,726	1,206,203	18
<p>Inspection: Prevents loss of life and property through inspections, public education, and fire code enforcement.</p>				
<p>Investigation: Investigates arson and hazardous material fires, which lead to the identification, apprehension, and prosecution of perpetrators.</p>				
TOTAL	37,046,280	36,047,900	38,149,700	533

Strategic Priority: Public Safety

TACTICAL APPROACH

Emergency Response

PROGRAM INITIATIVE	FY 2006	FY 2007	FY 2008	FY 2009	CHANGE
Percent of fire calls with emergency response of 4 minutes or less (performance standard = 90%)	68.4%	68.0%	70.0%	65.0%	-5.0%
Percent of fires confined to the room, section, or structure of origin (performance standard = 90%)	85.0%	85.0%	87.0%	94.0%	7.0%
Percent of EMS calls with advanced life support response of 6 minutes or less (performance standard = 90%)	76.5%	75.3%	75.4%	75.4%	NO CHANGE

Strategic Priority: Public Safety

TACTICAL APPROACH

Code Enforcement

PROGRAM INITIATIVE	FY 2006	FY 2007	FY 2008	FY 2009	CHANGE
Percent of pre-fire plans completed on high-rise structures, hospitals, nursing homes, schools, and retirement/assisted living facilities (performance standard = 100%)	25.0%	25.0%	25.0%	30.0%	5.0%
Percent of reported fire code violations inspected within 48 hours of identification (performance standard = 100%)	100.0%	100.0%	100.0%	100.0%	No CHANGE
Percent of arson cases cleared (performance standard = 100%)	95.0%	95.0%	95.0%	90.0%	-5.0%
Percent of fires where cause and origin were determined (performance standard = 100%)	93.0%	93.0%	93.0%	85.0%	-8.0%

Note: The significant differences in response times in the table above are due to the challenges faced by the department with fire reporting. A significant increase for response times within 4 minutes is projected in FY 2009 due to the department's plan to utilize an automatic arrival time stamp.

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2008 Positions	Change	FY 2009 Positions
Accountant I	OPS10	32,456	51,882	1		1
Accounting Technician	OPS07	25,622	40,963	1		1
Administrative Assistant II	MAP03	32,158	51,407	1		1
Administrative Secretary	OPS09	29,968	47,912	1		1
Assistant Fire Chief	FRS10	84,503	102,959	4		4
Assistant Fire Marshal	FRS06	48,334	70,001	2		2
Battalion Fire Chief	FRS09	69,549	93,536	17		17
Business Manager	MAP08	43,481	69,509	1		1
Chief of Fire-Rescue	EXE04	96,312	156,550	1		1
Deputy Chief of Fire-Rescue	FRS11	88,711	108,085	1		1
Deputy Fire Marshal	FRS08	55,493	80,372	1		1
Fire Captain	FRS08	55,493	80,372	49		49

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2008 Positions	Change	FY 2009 Positions
Fire Inspector	FRS05	43,614	66,365	11		11
Fire Lieutenant	FRS006	48,334	70,001	33		33
Fire/Paramedic Lieutenant	FRS007	50,783	73,549	3		3
Firefighter EMT	FRS002	39,569	49,419	35		35
Firefighter EMT-C	FRS004	37,759	57,456	10		10
Firefighter EMT-Enhanced	FRS003	35,847	54,548	221		221
Firefighter EMT-I	FRS004	37,759	57,456	21		21
Firefighter EMT-P	FRS005	43,614	66,365	80		80
Firefighter Recruit	FRS001	35,195	35,195	17	9	26
Management Analyst I	MAP006	38,452	61,471	2		2
Management Analyst II	MAP008	43,481	69,509	1		1
Media Production Specialist	MAP007	40,874	65,345	1		1
Operations Officer I	OPS006	23,724	37,926	6		6
Staff Technician I	OPS008	27,697	44,276	1		1
Support Technician	OPS006	23,724	37,926	2		2
SUBTOTAL				508	9	517
OVER HIRES				16		16
TOTAL				524	9	533

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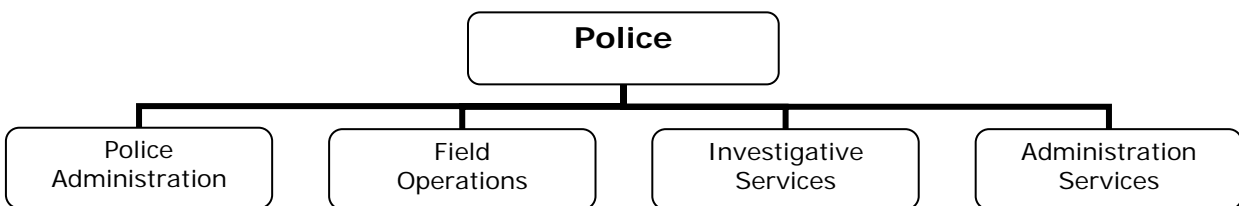
POLICE

MISSION STATEMENT

The Norfolk Police Department shall provide protection and police service responsive to the needs of the people of Norfolk.

DEPARTMENT OVERVIEW

The Department of Police is structured to deliver service to the residents of Norfolk in the most efficient and effective manner. The Field Operations Bureau is tasked with proactive patrol and answering calls for service. The Investigative Services Bureau handles criminal investigations and crime statistics. The Administrative Services Bureau provides fiscal management services, and logistical and technological support to the entire department, and information to the public. An Assistant Chief of Police heads each bureau.



BUDGET HIGHLIGHTS

The total FY 2009 budget for the Police Department is \$61,547,500. This is a \$2,890,500 increase over the FY 2008 budget. This 4.9 percent increase is attributable to the restructuring of police pay, which is designed to assist the Police Department in recruitment and retention of police officers, the addition of ten officers previously funded through the COPS grant, and personnel increases which include healthcare, retirement, and group life insurance.

KEY GOALS AND OBJECTIVES

- Provide police protection and police service responsive to the needs of the residents of Norfolk.
- Reduce crime.
- Implement programs and tactics to increase apprehension of law violators.
- Improve response to calls for service.
- Provide for the effective and efficient operation of all aspects of the Police Department.
- Enhance operations through appropriate direction and leadership.

- Increase recruitment efforts to attract more qualified candidates and reduce sworn personnel turnover.
- Identify, evaluate, and implement technologies that will enhance the operation of the criminal justice system.
- Develop, coordinate, and provide training for all police personnel to include a Leadership Program for front line, middle, and executive management.
- Develop and maintain effective community partnerships.
- Develop and maintain infrastructure quality through maintenance, security, and safety.

PRIOR YEAR ACCOMPLISHMENTS

- Implemented Project Focus, a targeted neighborhood revitalization program which provides an enhanced patrol presence and addresses issues of crime and public safety for high crime neighborhoods.
- Implemented an online distance learning medium through RLS Enterprises, Inc., for in-service personnel training.
- Implemented the TASER conducted energy device program to help reduce injuries to citizens and police personnel during apprehensions.
- Initiated Project Safe Neighborhood, partnering with the United States Attorney's Office, to increase federal prosecutions of subjects arrested for drug and weapon crimes.
- Purchased ballistic tactical vests, night vision equipment, and undercover wire system to enhance the equipment, safety, and investigative capabilities.
- Established an online contact link for citizens to report vice related activity.
- Conducted eight safety talks on DUI and aggressive driving awareness to approximately 3,000 members of the military community and local schools.
- Maintained updated information for critical asset infrastructure to include government and private facilities that possess an elevated threat of attack or are frequented by a large volume of people. Provided active threat response training to NSU, ODU, and airport officers.
- Provided 13 demonstrations and presentations on Bomb Squad response capabilities and equipment to municipal and private organizations.
- Launched Badges for Baseball program, a community crime prevention initiative using baseball and softball to prevent crime and disorder by encouraging healthy out-of-school activities, which involved more than 200 youth in the game and mentorship.
- Partnered with the State Forensic Laboratory and a civilian company, Forensic Technology Incorporated, to provide information related to weapons searched against the National Integrated Ballistic Information Network (NBIN).
- Implemented the CrimeView application, an advanced interface to the existing CAD and RMS databases, which addresses data integration to effectively query and analyze crime data in a mapping environment.

- Participated in Project Motorcycle Enforcement Accident Reduction (MEAR), a cooperative initiative between local jurisdictions and the State Police which provided high visibility enforcement on the interstates to slow the motorists and increase safety.
- Awarded a Justice Assistance Grant from the Bureau of Justice Assistance to purchase a Mobile Community Policing Service Center and to continue partial funding for the Sheriff's Pretrial Service Drug Treatment Program and Norfolk Community Service Board's Counseling for Opiate Addicted Individuals Program.
- Awarded a Crime and Delinquency Prevention Minority/Immigrant Communities Grant from the Department of Criminal Justice Services to retain the Hispanic Resource Officer hired as the liaison for the local Hispanic communities.
- Awarded a Recruiting and Retention of Criminal Justice Professionals Grant from the Department of Criminal Justice Services to continue our effort in recruiting and retaining minority law enforcement professionals.
- Awarded a Law Enforcement Terrorism Prevention Program Grant from the Department of Criminal Justice Services to purchase equipment to support our Computer Evidence Recovery and Tactical Water Operations Units.
- Awarded a Bulletproof Vests Program Grant from the Office of Justice Programs to purchase bulletproof vests.

Expenditure Summary

	FY 2006 ACTUAL	FY 2007 ACTUAL	FY 2008 APPROVED	FY 2009 APPROVED
Personnel Services	48,969,288	53,261,877	53,437,205	56,276,851
Materials, Supplies, and Repairs	3,126,139	3,407,056	3,425,506	3,637,844
General Operations and Fixed Cost	774,209	794,831	866,816	706,761
Equipment	1,363,608	474,187	927,473	926,044
All Purpose Appropriations	274,423	34,159	0	0
TOTAL	54,507,667	57,972,110	58,657,000	61,547,500

Program & Services

	FY 2007 ACTUAL	FY 2008 APPROVED	FY 2009 APPROVED	POSITIONS
POLICE ADMINISTRATION				
Leadership	1,237,120	1,535,115	1,579,382	8

Provide for the efficient and effective operation of all aspects of the Norfolk Police Department through appropriate administration and management.

Program & Services

	FY 2007 ACTUAL	FY 2008 APPROVED	FY 2009 APPROVED	POSITIONS
Leadership Support	3,208,548	2,855,988	3,237,220	60
Collect intelligence information for planning and prevention. Assure integrity and public trust by investigating alleged acts of misconduct.				
FIELD OPERATIONS				
Uniformed Patrol Services	30,895,731	30,961,511	33,418,711	460
Provide a safe and secure environment through the execution of basic and responsive police services including Patrol, Traffic, Harbor Patrol, Metro Tactical, K9, Crime Prevention, DARE, and School Crossing.				
INVESTIGATIVE SERVICES				
Vice/Narcotics	13,870,806	13,412,725	13,095,037	174
Provide criminal investigative services responsive to the needs of the citizens of Norfolk.				
ADMINISTRATIVE SERVICES				
Records Management & Training	6,741,133	7,491,059	7,774,519	157
Provide administrative and support police services including Central Records and Training.				
Administrative Support	2,018,772	2,400,602	2,442,631	38
Provide administrative and support services including Planning and Research, Strategic Management, Inspections, Personnel Liaison, Public Information and Crime Analysis.				
TOTAL	57,972,110	58,657,000	61,547,500	897

Strategic Priority: Public Safety, Education, Public Accountability

TACTICAL APPROACH:

Deliver public safety and law enforcement services while utilizing community oriented policing to develop safer neighborhoods.

PROGRAM INITIATIVE	FY 2006	FY 2007	FY 2008	FY 2009	CHANGE
Number of index crimes	14,728	13,468	13,982	13,585	2.9%
Number of index crimes per 1,000	61.9	57.5	59.7	58.0	1.7%
Number of index crimes cleared	2,102	2,299	2,390	2,910	21.8%
Percentage of index crimes cleared	14%	17%	18%	21%	3%
Number of index arrests	1,477	1,856	2,439	2,700	10.7%
Number of index arrests per 100,000	621	792	1,042	1,152	10.6%

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2008 Positions	Change	FY 2009 Positions
Accountant I	OPS10	32,456	51,882	1		1
Accounting Technician	OPS07	25,622	40,963	1		1
Administrative Analyst	MAP08	43,481	69,509	1		1
Administrative Secretary	OPS09	29,968	47,912	17		17
Assistant Chief Of Police	POL07	100,371	116,399	4		4
Chief of Police	EXE04	96,312	156,550	1		1
Compliance Inspector	OPS11	35,182	56,247	2		2
Custodian	OPS02	17,601	28,140	2		2
Fiscal Manager II	MAP10	49,317	78,839	1		1
Health & Fitness Facilitator	MAP04	34,106	54,524	1		1
Humane Officer I	OPS08	27,697	44,276	7		7
Humane Officer II	OPS11	35,182	56,247	1		1
Management Analyst I	MAP06	38,452	61,471	3		3
Management Analyst II	MAP08	43,481	69,509	5		5
Management Analyst III	MAP09	46,289	74,003	1		1
Office Assistant	OPS03	18,939	30,279	1		1
Operations Officer I	OPS06	23,724	37,926	25		25
Operations Officer II	OPS08	27,697	44,276	14		14

Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY 2008 Positions	Change	FY 2009 Positions
Operations Manager	MAP10	49,317	78,839	1		1
Photographic Laboratory Technician	OPS08	27,697	44,276	2		2
Police Captain	POL06	80,656	93,536	12		12
Police Corporal	POL03	47,720	63,830	6		6
Police Identification Clerk	OPS06	23,724	37,926	8		8
Police Lieutenant	POL05	70,313	81,382	24		24
Police Officer I*	POL02	39,390	58,466	49		49
Police Officer II*	POL02	39,390	58,466	498	10	508
Police Records & Identification Section Supervisor	MAP07	40,874	65,345	1		1
Police Recruit	POL01	36,500	36,500	56		56
Police Sergeant	POL04	55,698	74,559	108		108
Programmer/Analyst III	ITM01	40,977	65,509	2		2
Programmer/Analyst V	ITM05	53,063	84,826	1		1
Public Information Specialist II	MAP06	38,452	61,471	1		1
Stenographic Reporter II	OPS08	27,697	44,276	3		3
Support Technician	OPS06	23,724	37,926	27		27
SUBTOTAL				887	10	897
OVER HIRES				7	-7	0
TOTAL				894	3	897

1-In FY 2008, the 12 positions associated with Animal Care Center were removed from Police and transferred to Neighborhood Preservation.

2-In FY 2009, a COPS grant will expire and the City will be required to assume funding of these 10 positions. These positions were previously included in the authorized sworn staff of the Police department. The grant requires these previously grant funded positions must be added to the total Police count, even though these positions were already considered a part of the Police authorized sworn staff.

3-Due to current hiring strategies, the previous practice of adding seven over hires to the Police total count is adjusted downward, but will be increased if needed in the future.

*Norfolk is the only locality in the region with a PO I and PO II distinction. The Police restructured pay plan will eliminate this distinction and all of these individuals will be considered police officers in the future.