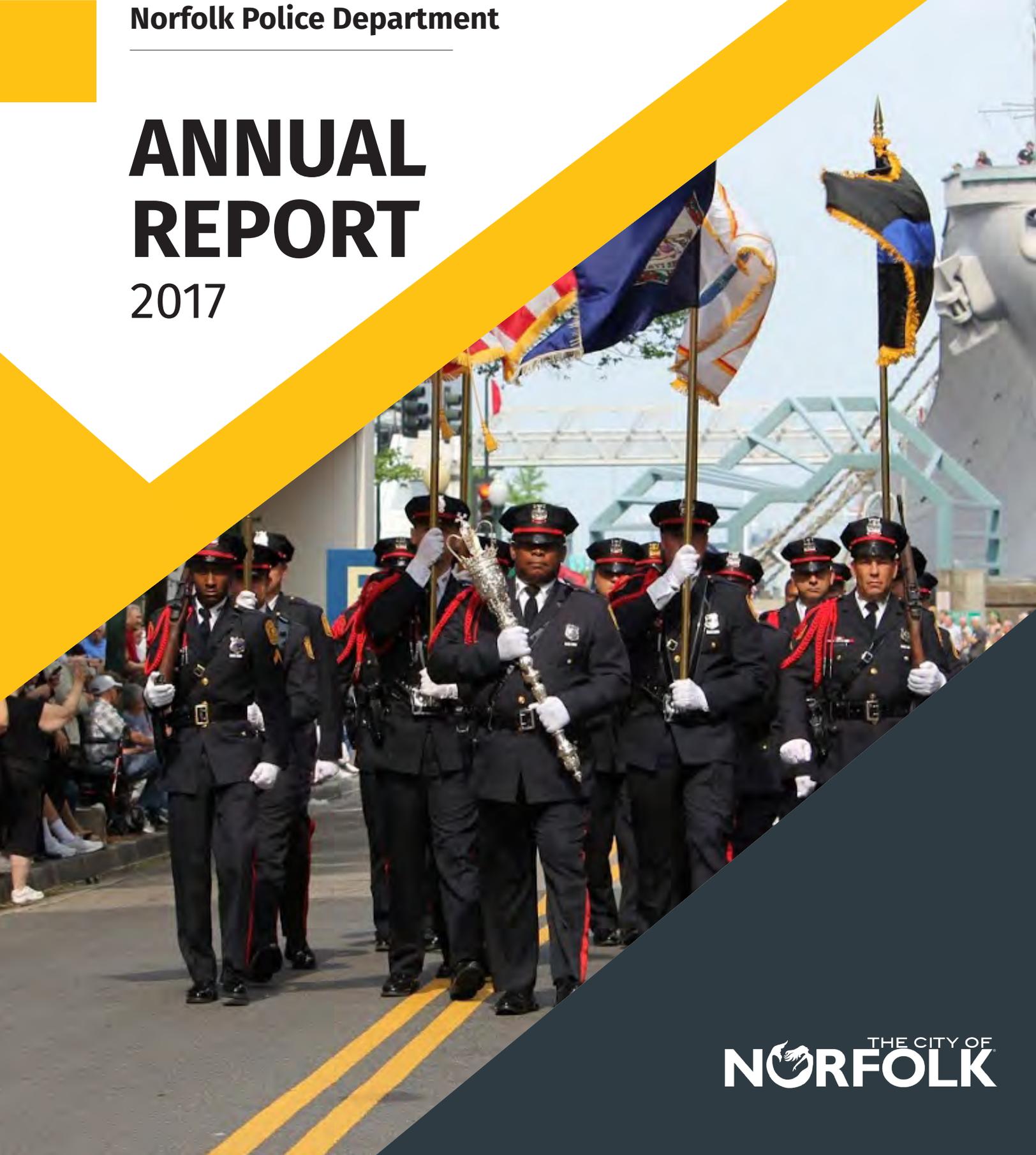


Norfolk Police Department

ANNUAL REPORT

2017



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One of the most notable successes for the Norfolk Police Department in 2017 was the significant reduction in crime.

Violent crime in Norfolk reached its lowest level in nearly 20 years. Homicides dropped 25 percent, non-fatal shootings fell by 28 percent, and overall violent crime, which includes murders, robberies, rapes and aggravated assaults, decreased by 19 percent. Our “surgical approach” is working. Investigators now focus on those with the propensity to commit violent crimes and remove them from society. By zeroing in on where crime actually happens and anticipating acts of violence, our officers are in place to address the criminal element, as opposed to reacting after the fact.

Through our Norfolk Police Clergy Patrol initiative, leaders in our faith community are also in place during designated weekend hours to bring solace and to offer prayers for crime victims and others impacted by criminal activity. I asked members of our chaplaincy corps to ride along with officers on Friday and Saturday nights when there tends to be an increase in calls for service. Their presence can help build trust as citizens experience the positive rapport between clergy and our officers.

In addition to the reduced crime rate, we seized a record amount of firearms from the streets of Norfolk in 2017. On the average, two guns were recovered daily; this is more than double the rate of gun seizures five years ago and the second highest seizure rate in a decade. Officers found 425 of the 701 guns seized in the possession of someone other than the original owner. Ninety-six guns were seized from persons younger than 21 years old, including 33 juveniles. In an effort to determine where the firearms were coming from and who was supplying them, we requested that agents from the Bureau of Alcohol, Tobacco, Firearms and Explosives track the guns back to who bought them and where. This collaboration has worked.

We are optimistic that community outreach initiatives such as the T.R.U.E. (Teaching, Reaching, Understanding and Educating) program and Five-O and Fades partnership will influence a reduction in the numbers of youth who are in possession of weapons and/or may be leaning towards criminal involvement. Both launched in 2017, T.R.U.E. is a unique six-week Leadership Course created and taught by Norfolk police officers. Five-O and Fades is a partnership with local barbers who welcome officers into their shops two Saturdays a month to engage with customers. Both initiatives provide the opportunity for open exchange of ideas and the possibility for improving relationships between police and community members.

We were honored last year by the Department of Justice (DOJ) for our community engagement efforts. DOJ's Office of Community Oriented Policing Services (COPS) recognized the department for a photo entered in the 'Community Policing in Action' photo contest where more than 200 photographs were submitted. NPD earned the honor of semi-finalist, a direct reflection of our pursuit of excellence in community relations outreach.

In the midst of our successes, the Norfolk Police Department's ongoing struggles with budgetary constraints affect training, capital improvements and long-term planning. Our fiscal capacity does not always coincide with increased demands and the complexity of crimes that we face. As a result, we face financial challenges associated with being an accredited agency.

Challenges notwithstanding, “Working Shoulder to Shoulder with You in Our Communities!” remains our community initiatives motto. Our goals are to continue reducing crime while nurturing community-police relations through 22 community outreach initiatives, with more to be established.

With pride in our accomplishments and confidence in our potential, I present this 2017 Annual Report. I am thankful to the community and to our City government for its support, and look forward to more of the same as we work to make the City of Norfolk an even better place in which to reside, work and play.

Best Regards,



Larry D. Boone
Chief of Police



Executive Staff and City Administration



Larry D. Boone
Chief of Police



Joseph N. Clark
Deputy Chief of Police



Frances E. Emerson
Assistant Chief of Police
Administrative Services



Darryl N. Howard
Assistant Chief of Police
Field Operations



Michael C. Maslow
Assistant Chief of Police
Investigative Services



Kenneth Cooper Alexander
Mayor



Martin A. Thomas, Jr.
City Council - Ward 1



Theresa W. Whibley
Vice Mayor- Ward 2



Mamie Johnson
City Council - Ward 3



Paul R. Riddick
City Council - Ward 4



Thomas R. Smigiel, Jr.
City Council - Ward 5



Andria McClellan
City Council - Superward 6



Angelia Williams Graves
City Council - Superward 7



Douglas Smith
City Manager



Wynter Benda
Chief Deputy City Manager



Michael Goldsmith
Deputy City Manager

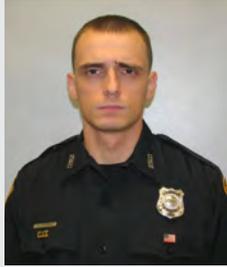


James Rogers
Deputy City Manager



Catheryn Whitesell
Deputy City Manager

2017 Departmental Award Winners



Police Officer of the Year
Officer D. W. Dubus

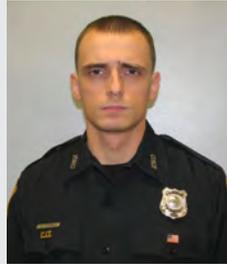


Civilian Employee of the Year
LaCountess Jernigan

Police Officers of the Quarter



First Quarter
Officer Maxwell Deavies



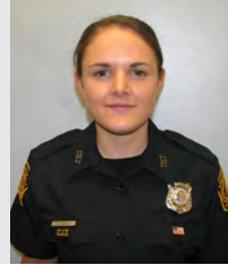
Second Quarter
Officer D. W. Dubus



Third Quarter
Officer Chad Daniels



Third Quarter
Officer T. Cossey

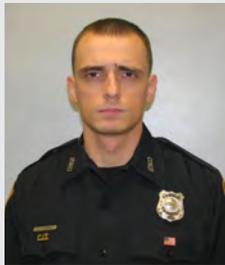


Fourth Quarter
Officer E. Cahill

Medal of Valor



Sergeant Fred Jackson



Officer D. W. Dubus



Officer Ryan Crowder

Civilians of the Quarter



First Quarter
LaCountess Jernigan



Second Quarter
Sheila Woods



Third Quarter
Chris Jones



Third Quarter
Floyd Dixon



Third Quarter
Kimberly Williams



Photo
Unavailable

Third Quarter
Sarah Williams



Fourth Quarter
Heather Morse Johnson

Distinguished Service Medal

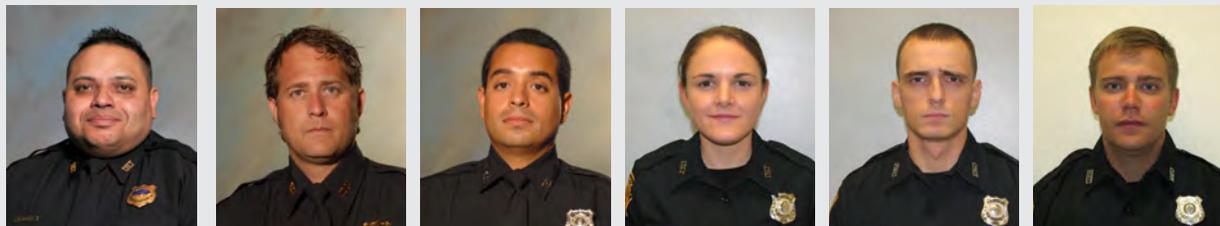


Officer
Wallace Folscher

Investigator
Brandon Goins

Investigator
Payton Wosk

Lifesaving Award



Lieutenant
Renato Aponte

Sergeant
A. J. Armstrong

Officer
Antonio Barrera

Officer
E. Cahill

Officer
D. W. Dubus

Officer
Joshua Horn



Investigator
Casi Howard

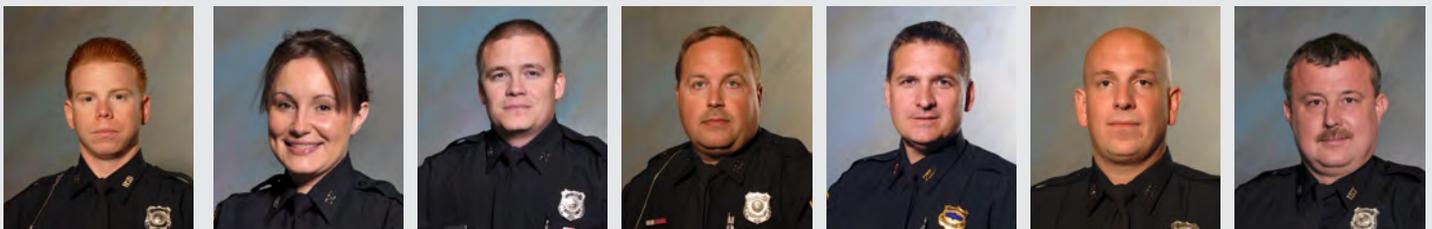
Officer
Trayshawn Humphries

Officer
L. A. Luketic

Investigator
Seve Sweder

Investigator S. A. Maxey
Not Pictured

Police Commendation Award



Corporal Jake Clark

Officer Kimberly Cole

Officer T. Cossey

Officer Chad Daniels

Sergeant John
Kowalski

Officer
Andrew Mahrenholz

Officer Alexander
Martynov



Officer Jeffrey
Matyjasik

Investigator
Jose Oyola

Investigator Victor
Powell

Investigator Lance
Roberson

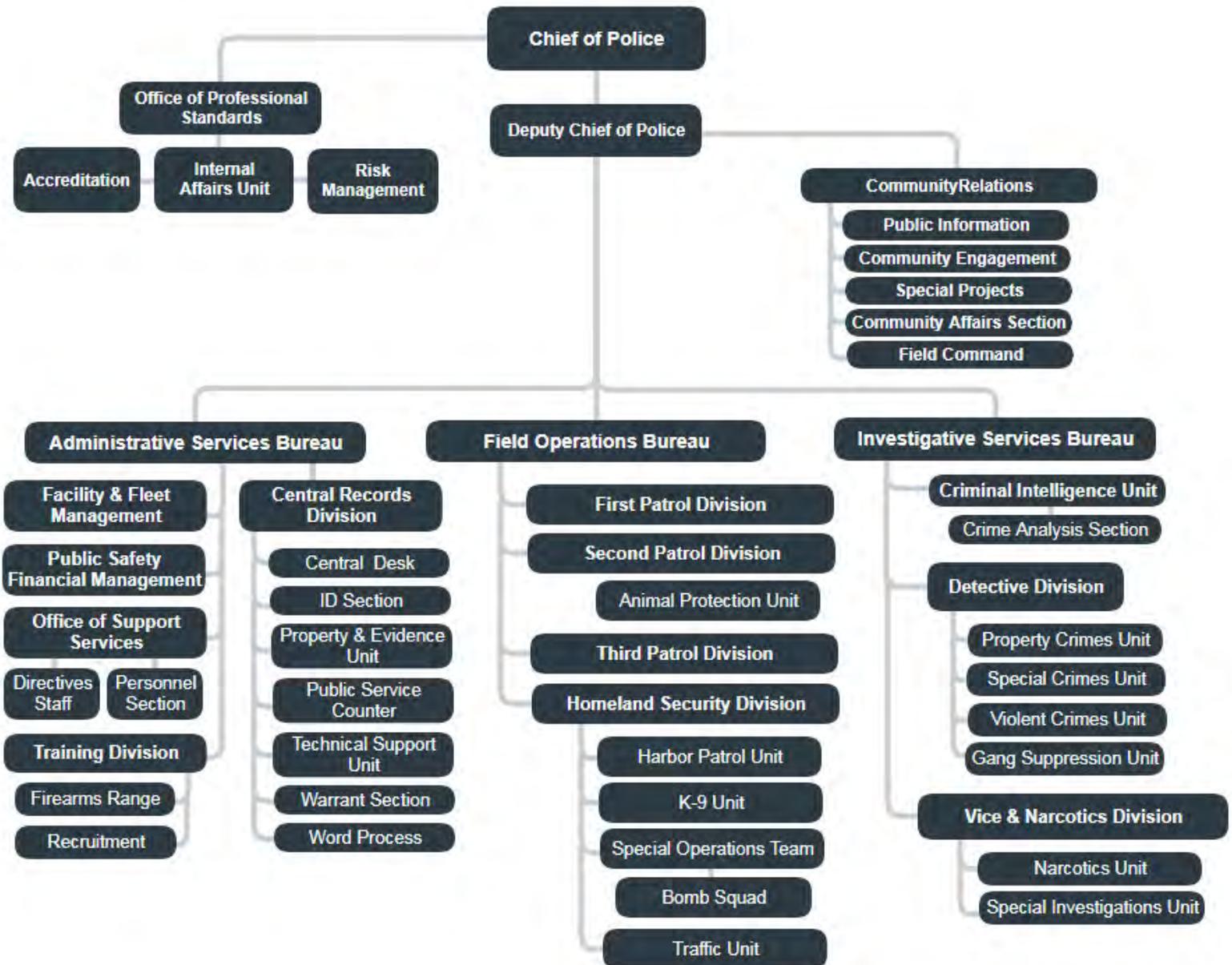
Officer Stephen
Shirley

Investigator
Raymond Smith

Sergeant D. Woolery

Officer David Salisbury - Not Pictured

Organization Chart





Office of the Chief of Police

**Community
Relations**

**Office of
Professional
Standards**



Community Relations

**The Community Relations
area includes:**

Public Information

**Community
Affairs**

Community Engagement

Public Information Office



The Public Information Office serves as the conduit for sharing information between the Norfolk Police Department and the citizens of Norfolk. Located downtown in the Police Administration Building, the Public Information Office is maintained by one corporal and two police officers whose duties include the following:

The goal of the Public Information Office (PIO) team is to be “Available, Visible, and Valuable” in all they are called to accomplish.



- Responding to inquiries from media personnel covering news stories
 - Preparing and distributing agency news releases
 - Arranging news conferences
 - Coordinating the release of information regarding ongoing investigations to include names of victims, suspects, and witnesses.
 - Processing Freedom of Information Act Requests
 - Organizing departmental events such as the Peace Officers Memorial and Annual Awards ceremony
 - Serving as the Norfolk Crime Line Coordinator
 - Serving as liaison to the Norfolk Police Department Chaplaincy Corps

The goal of the PIO team is to be “Available, Visible, and Valuable” in all they are called to accomplish. Members of the Public Information Office rotate on-call responsibilities which require them to be available 24/7 to handle media inquiries for significant incidents that occur within the City of Norfolk. The PIO team understands the necessity of disclosing information to the community in a timely manner in order to reduce unnecessary cause for concern as well as inform the public of ongoing developments.

To keep citizens advised the PIO team uses social

media platforms to include Facebook, Twitter, and NextDoor. These platforms allow the Public Information Office to send announcements regarding public safety, significant arrests, road closures, and community engagement events to thousands of followers. This process promotes transparency and is not limited to Norfolk residents; it opens the Norfolk Police Department to the entire world.

Members of the Public Information Office come from distinct backgrounds in law enforcement, which has contributed to its ongoing success. Every incident in which the PIO team is utilized is treated as an opportunity for positive community engagement, regardless of the circumstances. Knowing that in “a moment’s notice” thousands, if not millions of people, could be watching how the Norfolk Police Department responds to a critical incident serves as a humbling reminder as to the importance of maintaining integrity, professionalism, and credibility.

The PIO team works diligently in service to the department and the citizens while exploring opportunities for growth that promote transparency, collaboration, and engagement.



Community Affairs



The Community Affairs Section has five established community programs: Neighborhood Watch, Business Watch, Residential and Commercial Security Surveys, Hispanic Community Outreach and Police Athletic League (PAL).

The Community Affairs Section plays a critical role in the department's approach to preventing crime by strengthening police-community relationships.



Neighborhood Watch

Neighborhood Watch is implemented across the United States. This program involves a community-wide effort of residents working cooperatively with the Norfolk Police Department to reduce crime and improve the quality of life in their neighborhoods. Neighbors who actively organize and work together to create a higher quality of life significantly reduce crime in their neighborhoods. Our Neighborhood Watch Program has 79 active groups.

Business Watch

The philosophy of Business Watch is to create a partnership between businesses, law enforcement, and other organizations that represent business interests. The idea is to take control of what happens in the business community and lessen chances of becoming a victim. Business Watch can actively reduce and prevent crime through cooperation and education. Community Affairs Officers meet with business managers/owners and develop action plans based on the specific needs of the businesses in the affected areas using crime statistics via the department's Crime Analysis Unit.

Residential and Commercial Security Survey

The Residential and Commercial Security Survey program provides residents and business owners with crime prevention recommendations that may reduce the chances of becoming a victim by reducing criminal opportunity. These surveys are conducted free of charge. Community Affairs Officers inspect a resident's home or place of business using CPTED (Crime Prevention Through Experimental Design) strategies.

Hispanic Community Outreach

Since the Hispanic demographic of the City of Norfolk is eight percent (8%) of a population of more than 240,000 and rapidly growing, it is important to implement a platform to address issues with the Hispanic community as they relate to language, cultural heritage, and economics. Overall, it is significant to establish and maintain healthy relations via community outreach.





Police Athletic League (PAL)

The Police Athletic League seeks to foster positive relationships with Norfolk's youth by building character, strengthening police-community relations, and providing opportunities for youth enrichment through educational and other activities as alternatives to criminal conduct or gang involvement. It is based on the belief that young people, if they are reached early enough, can develop positive attitudes towards police officers as they journey through life. The Police Athletic League brings youth under the supervision and positive influence of police officers and expands public awareness about the role of a police officer. Officers have the opportunity to reinforce the responsible values and attitudes instilled in young people by their parents. Studies have shown that if a young person respects a police officer on the ball field, in the gym, or in the classroom, the youth will likely respect the laws that police officers enforce. Such respect is beneficial to our youth, police officers, neighborhoods, and the business community.



Community Engagement



In 2017, the Norfolk Police Department amplified its commitment to public trust and unveiled outreach initiatives with emphasis on police-community partnerships and building on personal relationships with faith based community leaders, barbers and youth. The department continues to explore authentic means for engaging citizens and encouraging greater transparency.

Progressive community engagement and outreach initiatives are the hallmarks upon which genuine relationships continue to develop between citizens and police officers in the City of Norfolk.



Clergy Patrol

Launched Spring 2017, the Norfolk Police Clergy Patrol is an engaging partnership of officers and members of Norfolk's faith based community who pair up and ride every Friday and Saturday in the city's three patrol divisions from 8:00 p.m. – midnight. Clergy provide words of comfort or prayers in the wake of a critical response incident or community unrest. Much like police officers, clergy take an oath and are charged to serve residents on a multitude of levels. They are considered stewards, watchmen, teachers and/or messengers willing to intercede for persons in need of safety and/or counsel. The goal of the Clergy Patrol is to strengthen the combined reach of police and faith based communities to deter crime and gain mutual respect. The Norfolk Police Clergy Patrol received local and national acclaim on CBN's 700 Club, and TBN's Joy in our Town, in its first year.

Five-O and Fades

Launched Winter 2017, Five-O and Fades is a cut above the rest for community engagement with local barbers and their clients. This unique opportunity for conversations between men of color and officers inside of Norfolk barbershops, was fueled by local and national optics of officer involved shootings and violent incidents. The bi-weekly weekend engagement inside the barbershops includes

answering questions regarding what to do when stopped by police, search warrants, probable cause for search, etc. In addition to the bi-weekly engagements, a back to school haircut event in September 2017 brought together more than 500 citizens for haircuts and family engagement with officers in a block party atmosphere that included games, static displays, food, and outdoor movies. Police Academy recruits also engaged with citizens via conversations and activities during the back to school haircut event as part of their outreach initiative, Building Relations Before Graduation.

T.R.U.E.

Launched Fall 2017, Teaching, Reaching, Understanding and Educating is a distinctive youth outreach initiative created by officers to prepare and support high school students, 9th - 12th grade, with professional and leadership skills for the workforce and educational opportunities. Preparation is supported through a structured, six-week program led by the officers with guidance on topics to include: navigating financial aid for college and assistance with job and college applications, scholarships and grants. The goal of T.R.U.E. is to reach students through positive relationships and mentorships with officers of the Norfolk Police Department by empowering them with the necessary skills for success.

Engagement Through Social Media

2017 also yielded the most significant online community engagement through the department's social media platforms Facebook and Twitter since 2011, showcasing officers' commitment to community policing through pictures and videos. Videos of officers engaged with youth at the annual Cops and Curls event, and a dance-off with youth at an outdoor community fellowship went viral, inspiring law enforcement agencies across the country to re-boot their own outreach efforts.

Community Events In 2017

Norfolk Police Community Engagement and Community Partnership Highlights



1. Trunk or Treat

Norfolk Police Trunk or Treat (biggest Trunk or Treat in Norfolk) in partnership with civic organizations and city departments.

2. C.A.K.E.

Cops and Kids Eating (CAKE) - Norview Boys and Girls Club

3. PLUS Chess Initiative

Learning the value of thinking ahead on the chess board can influence the choices youth make in life.

4. Norfolk's Finest and Furriest Calendar

Officers pose for the 2017 Finest and Furriest Calendar (September page) at a scenic spot in Ghent.

5. Cops and Curls

Cops and Curls has become a popular annual event, affording little ladies the opportunity to dress up and dance the night away with men and women in blue.

Office of Professional Standards



All units work to ensure the department's core values – Service, Honor, Integrity, Equality, Leadership, and Diversity, are being fulfilled to the highest standards.

The Office of Professional Standards (OPS) includes the Internal Affairs Unit, the Accreditation Unit, and the Risk Management Unit.

Internal Affairs Unit (IA)

The Norfolk Police Department encourages citizens and department personnel to report complaints about police service or police misconduct. The Office of Professional Standards – Internal Affairs Unit (OPS-IA) is committed to maintaining the integrity of the Norfolk Police Department by administering an internal system through which objectivity, fairness, and justice are assured through intensive, impartial investigations and review of all issues brought forth.

OPS-IA reports directly to the Chief of Police and is responsible for conducting investigations involving accusations of misconduct by Police Department personnel. Once OPS-IA has concluded an administrative investigation into the allegation, the findings are turned over to the appropriate commanding officer for review, determination if a violation of departmental policies and procedures has occurred, and recommendation(s) as to the appropriate training and/or discipline. The final disposition of the investigation is determined by the Chief of Police.

In addition to investigations, OPS-IA conducts statistical analyses of reported misconduct and manages the early intervention system for examination of officer conduct.

During 2017, OPS-IA conducted 176 administrative investigations and 119 citizen complaints. OPS-IA investigators utilize various resources, to include Body Worn Camera application (introduced to the department in 2015), to aid in investigations. The chart shows the number of citizen complaints in comparison to the number of calls for service in 2016 and 2017.

A Captain serves as the OPS commanding officer and heads the OPS-IA unit. A Lieutenant oversees the Accreditation and Risk Management units, with a civilian Manager directly responsible for ensuring accreditation compliance.

Complaints Per Calls For Service	2017	2016
Calls for Service (CFS)	243,897	237,284
Citizen Complaints	119	151*
Substantiated Complaints	16**	28
Complaints per CFS	0.05	0.06
Substantiated Complaints per CFS	0.006	0.01

**The number of citizen complaints increased from the 2016 published report due to citizens reporting incidents in 2017 that occurred in 2016. **The number of substantiated citizen complaints does not include the forty (40) cases waiting to be adjudicated as of the publication of this report.*

Accreditation Unit

Since our initial accreditation in 2016 with the Commission on Accreditation for Law Enforcement Agencies (CALEA), the department was found to be in 100% compliance with all applicable standards during the first remote file review conducted by CALEA in April 2017. The Accreditation Unit has devoted increased efforts in achieving the Tier 2, Advanced Law Enforcement Accreditation status during the past year. To date, NPD is currently in compliance with 80% of the Tier II, Advanced Law Enforcement Accreditation standards. Accreditation efforts of note in 2017 include collaborating with CALEA assessors from the Virginia Beach and Suffolk Police departments to bring the temporary holding cells at the Police Operations Center into compliance with CALEA standards. This collaboration was a team effort amongst NPD command staff, the Accreditation Unit and supervising officers of the Central Records and First Patrol divisions. This effort not only improved processes and procedures specific to processing juveniles and adults throughout the holding areas, it also resulted in a significant cost savings to the department.



During the year, training and networking opportunities included the Accreditation Unit attending CALEA conferences in Florida, Alabama and Rhode Island. Accreditation staff also participated in mock remote file reviews for the Salem Police Department, the University of Richmond, the Suffolk Police Department and the Hanover County Sheriff's Office. Participating in the remote file reviews provided a great opportunity to assist other law enforcement agencies in maintaining their accreditation status in addition to gaining best practices from the field. Through the accreditation process, the department has committed to achieving, verifying and maintaining the highest quality in our operations, thereby enhancing service to the community.

Risk Management Unit

The responsibility of Risk Management personnel is to monitor and ensure departmental compliance with all written directives, policies, procedures, statutes, and applicable accreditation standards. This is accomplished through annual and semi-annual inspections and audits (scheduled and/or unannounced) of department resources,

equipment, expenditures, and practices. In 2017, the Compliance Inspector completed 19 inspections and/or audits. Where discrepancies were discovered, the appropriate corrective actions were taken, and follow-up inspections and/or audits were conducted. In 2017, the Compliance Inspector completed three follow-up inspections and/or audits. During the annual audit of the change fund, petty cash, and investigative cash funds, a need for training was identified. The Compliance Inspector developed and executed training for all fund custodians. The training afforded an opportunity to provide the fund custodians with feedback from previous audits. Copies of all applicable written directives were provided during the training.





Administrative Services Bureau

**Public Safety
Financial
Management**

**Facility and Fleet
Management**

**Office of Support
Services**

**Central Records
Division**

Training Division



Public Safety Financial Management



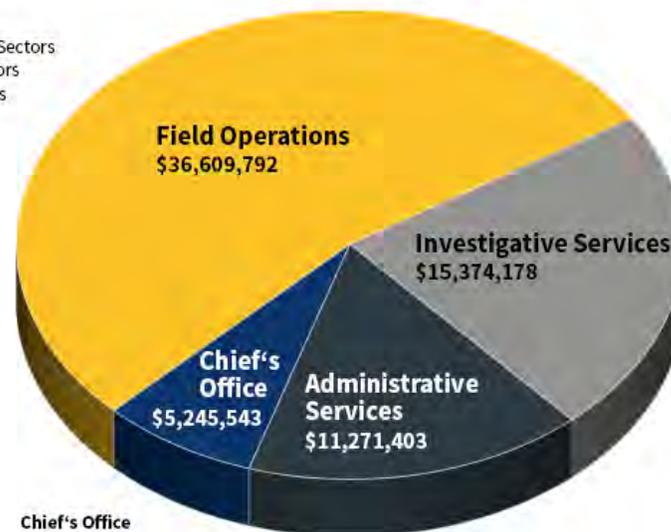
The Bureau of Public Safety Financial Management (PSFM) is responsible for coordinating and managing the Police Department's financial processes including budget, payroll, procurement, and grants. During FY17, PSFM administered a \$68,500,916 operating budget, of which 93% consisted of personnel services.

During FY17, PSFM administered a \$68,500,916 operating budget, of which 93% consisted of personnel services.

TOTAL APPROVED BUDGET \$68,500,916

Field Operations

First Patrol - Red, Blue & Green Sectors
Second Patrol - Red & Blue Sectors
Third Patrol - Red & Blue Sectors
Traffic
K-9
Animal Protection
Homeland Security



Investigative Services

Detective
Vice and Narcotics
Crime Analysis
Criminal Intelligence

Chief's Office

Professional Services
Public Information
Community Affairs

Administrative Services

Financial Management
Support Services
Training
Central Records
Property and Evidence

In addition to the day to day financial management and payroll duties, PSFM submitted grant applications and monitored the activities, expenditures, and financial reporting for grant funding. The department received \$1,232,269 in grant awards in 2017 to assist the department with overtime costs associated with the DMV Speed and Alcohol Initiative, Human Trafficking Task Force, and the Gun Violence Initiative. Grants were also awarded to the department to cover costs of equipment, training and supplies.

PSFM provided continuous support to the department's operations and financial planning

during the fiscal year. PSFM enhanced customer service by centralizing the procurement process for the department's special revenue accounts. The bureau was closely involved with the implementation of the department's Police Officer Scheduling System, helping to ensure accurate reporting for payroll processing. PSFM continues to improve the delivery of expenditure data for monthly presentations by enhancing graphs to display additional financial data to all commands regarding budget, payroll, staffing, and expenditures. The department's financial processes continue to improve as a result of these presentations and financial updates.

Facility and Fleet Management



Facility and Fleet Management handled two major projects at the Police Operations Center during 2017: the renovation of the lobby counter, which cost \$52,660, and renovations of the Latent Prints Lab at a cost of \$59,700.

The budget for vehicles during FY 2018 was \$796,760, facilitating the purchase of 15 marked units, five unmarked units, and one specialty vehicle.

Office of Support Services



The Personnel Section serves as the department's liaison with the Department of Human Resources on matters related to employment status. Directives personnel handle the creation, dissemination, and maintenance of departmental directives such as general orders, special orders, SOPs (Standard Operating Procedures), and memoranda.

The Office of Support Services (OSS) is comprised of the Personnel Section and Directives staff. OSS personnel support the administrative, planning and research functions of the department.



During the course of 2017, Personnel Section employees assisted with the hiring of 51 sworn personnel and 23 civilians. In addition to police recruits promoted to the position of police officer, 28 sworn personnel were promoted to various ranks during the year, along with three civilian employees.

Fifteen employees retired. The number of resignations recorded for 2017 was 64; this includes the part-time school crossing guards for which the department has 94 authorized positions.

As is the nature of police work, numerous transfers and temporary details of employees were effected throughout the year. All of these transactions were facilitated by the Personnel Section.

Directives staff formulate, evaluate, monitor, and disseminate departmental policies and procedures. The Office of Support Services serves as the holder of record for official documents. During 2017 staff members revised and disseminated 12 general orders and issued two special orders, working in tandem with the City Attorney's and City Manager's offices. Subject matter experts throughout the department also contribute to this process.

General orders newly introduced to staff were: CISM/

Peer Team and Tactical Trauma Care. Special orders were: Nasal Naloxone Program and Organ Donations and Direct Referrals.

The number of memoranda disseminated was 229, a record high over the past several years.

Though for the most part the work of OSS personnel takes place in-house, staff members participated in outreach efforts such as tutoring via the LEC (Life Enrichment Center) program. Other activities included Hispanic Heritage Month, Active Shooter Training at a church; Five-O and Fades, Coffee with a Cop, and Cops & Curls.

An Operations Officer assigned to the Office of Support Services manages front desk functions at the Police Administration Building (PAB), which include responding to inquiries, both over the phone and in person, and validating parking tickets for guests. To that extent, OSS serves as the first point of contact for visitors conducting business in the PAB.



Central Records Division



Criminal history, fingerprints, photographs, mugshots, and warrants are among the documents maintained on file. Services to the public include taxi permit processing, criminal records checks, gun purchase permit processing, and the generation of reports for vehicle accidents and criminal offenses.

The Central Records Division (CRD) is comprised of several distinct units sharing in the role of departmental repository for official records.

Technology Support Unit (TSU)

The Technology Support Unit (TSU) identifies, researches, and tests emerging technologies designed to facilitate police services. As a part of these efforts in 2017, TSU worked diligently to implement the newly acquired Police Officers Scheduling System (POSS) and integrate it into the City's payroll application, PeopleSoft.

Over the course of the year, TSU filled a major role in the ongoing upgrade of the Computer Aided Dispatching system (CAD) used by the Emergency Operations Center in the deployment of police and fire resources to calls for service.

In addition to these projects, TSU researched a new in-car camera system which would provide coverage for all four directions of the vehicle (front, back, left and right sides), as well as provide a camera that monitors the activity of individuals in the rear seat area. Since the implementation of the body-worn camera program, TSU has produced more than 100,000 hours of video evidence yearly with the expectation that demands will only increase. As a result, TSU identified a need for additional personnel to assist with the production of video evidence; a part-time video technician position was developed and approved.

Property and Evidence Unit

The Property & Evidence Unit has a core mission of storing, safeguarding, and disposing of all property and evidence coming into the custody of the Norfolk Police Department. Personnel maintained the highest of industry standards as evidenced by the following inspections:

- An unannounced audit was conducted by the department's compliance inspector to determine conformity to standards. Approximately 15,000 items were checked against an acceptable error rate established at less than 4%. Results from this audit

revealed an actual error rate of 0.89%, an indication that the unit is operating with extremely high efficiency.

- A "high risk item" audit based on an inventory of 10,315 items (drugs, guns, and money) was conducted with an established maximum allowable error rate of 4%. Findings from this audit revealed an actual error rate of 0.01%, another indication that the unit is operating with extremely high efficiency.

- Additionally, an audit was performed on all unclaimed monies in the amount of \$52,986.52, with seven objectives related to both State & City Codes as well as department regulations checked for accuracy & compliance. Findings from this audit indicated an overall accurate accounting of all funds and compliance to established standards.



Training Division



Community outreach is an integral part of the problem-solving and crime prevention strategies that are essential for crime reduction and public safety. The Basic Recruit Academy supports these strategies by engaging in various community outreach events throughout the year.

The path to becoming a police officer begins in the Training Division, starting with Recruitment and culminates with graduation from the Basic Recruit Academy.



Recruit Training

Community outreach is an integral part of the problem-solving and crime prevention strategies that are essential for crime reduction and public safety. The Basic Recruit Academy supports these strategies by engaging in various community outreach events throughout the year. Recruit Class 101 participated in the Five O and Fades outreach initiative as well as the Mayor's Back to School Giveaway. Recruit Class 101 also participated in the "Trunk or Treat" Halloween community event. Recruit Class 102 hosted a Community Fun Day in the Sumler Terrace housing development and participated in the Active Threat Response exercise hosted by the department and Calvary Revival Church. These were all positive interactions between our police recruits and community members.

Crisis Intervention Team

In 2017 our Crisis Intervention Training (CIT) program hosted several training events for the YWCA and Norfolk State University. These events helped raise awareness and bridge the gap between the department and citizens, enabling staff from these agencies to better understand how to have a more positive interaction with persons affected by mental illness. CIT presented at the "Able not Disabled Conference" hosted by ODU as well as the National

Alliance on Mental Illness "Family to Family" classes. Both presentations were opportunities for persons living with mental illness and other disabilities as well as their family members to speak with police and understand the department's role in their recovery. It also gave them insight into the training NPD provides its officers.

Through the Critical Incident Stress Management (CISM) program and Peer Support Unit (PSU) the department remains associated with several wellness organizations that serve the community in providing medical and mental health resources. From 2016-2018 the CISM-PSU provided training on trauma and mental health issues and resources to numerous agencies including the Virginia Association of Chiefs of Police, Chesapeake Police Academy, Norfolk FBI's Alumni Association, Mid-Atlantic Women Law Enforcement Executives, Virginia Law Enforcement Assistance Program, Crisis Intervention Team International, Norfolk Juvenile Detention Center, Norfolk YWCA (Domestic Violence Shelter), Virginia Beach CIT, Norfolk State University's Sociology Department, Virginia Regional Dive Conference, Portsmouth Police Department, Virginia's Attorney General's office, Roanoke Police/Sheriff, and the Virginia Department of Criminal Justice Services.

The CISM-PSU partners with The Renova Center in Norfolk, providing mental/physical health resources for veterans and citizens alike; the center deals with a myriad of mental health diagnoses through hyperbaric chamber therapy, physical therapy, and holistic services. CISM-PSU has established contact with the Veteran's Center located on Church Street to provide resources for veterans within the organization and in the community. The unit works with Battle Dawgs' "RESET" program, which hosts a camp in Alaska for veterans, and spouses/widows of veterans. CISM-PSU members incorporate services for first responders through Battle Dawgs and work with the Chas Foundation to provide links to services for citizens experiencing mental health crises. CISM-PSU continually identifies and provides services for members of the department and the citizens of Norfolk.



Recruiting Section

The Training Division engages directly with neighborhood associations, faith based agencies, nonprofit organizations, and residents to develop positive relationships. Connecting with these various elements in the community also facilitates the department's recruitment efforts to seek prospects who can join our team and help serve their communities. In 2017, the Recruiting Section participated in more than 23 community events outside of the traditional career fairs. The Recruiting Section's attendance not only provides opportunities to identify potential police applicants, but gives officers the chance to support initiatives that have a positive influence on the community.

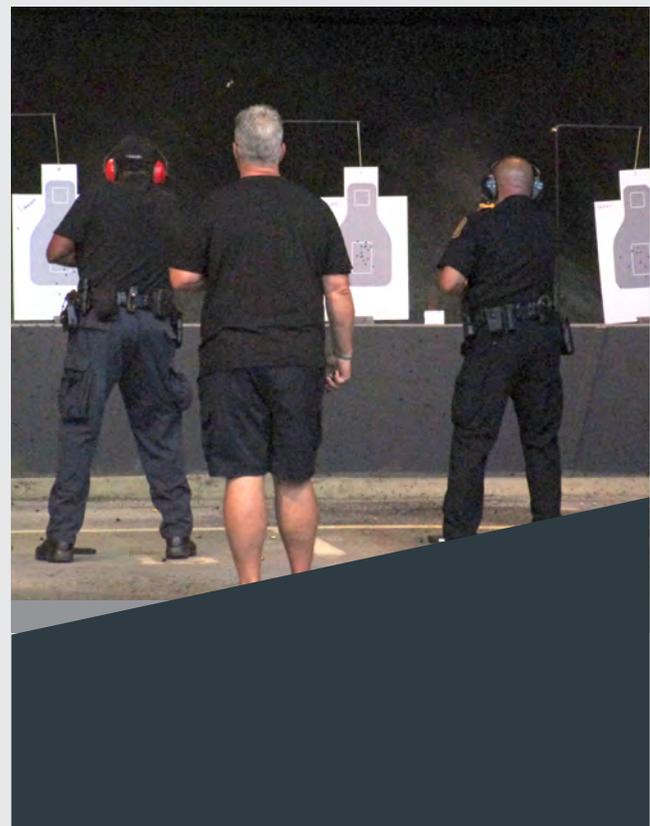
Firearms Training

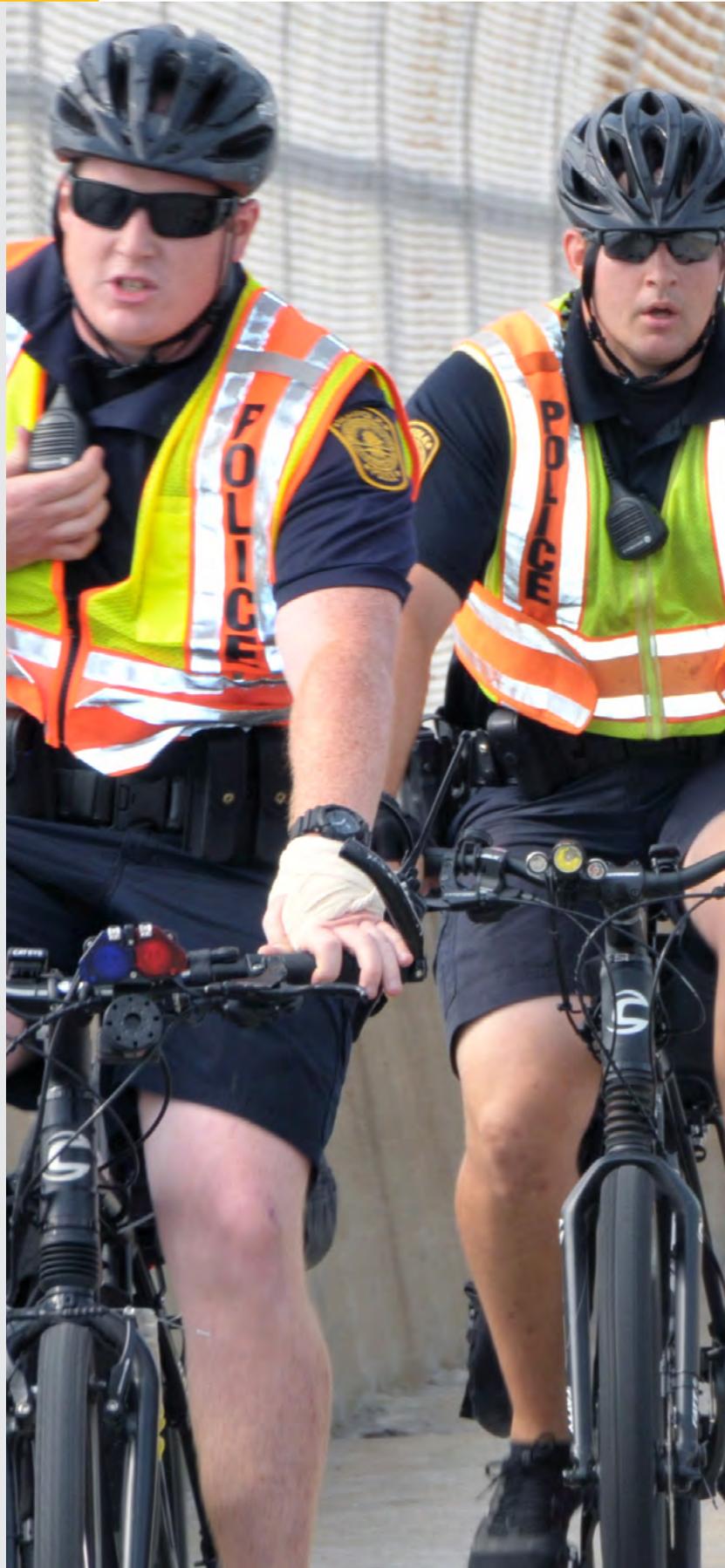
The Range staff at the Firearms Training Center seeks to build trust in the community by sponsoring community outreach events that display the transparency of policing. Range staff hosted several events which incorporated the use of the department's VirTra (virtual training) system. The VirTra V-300 is a state-of-the-art use-of-force simulator that introduces participants to scenarios that officers commonly encounter on the street, such

as noise disturbances and intoxicated individuals. The VirTra also tests participants' responses to high stress situations such as active shooters and hostage situations. Over the past year, the Range staff hosted groups from the civilian sector such as the Citizens Police Academy and members of the media to participate in hands-on VirTra experiences.

On a quarterly basis, Range staff train the Norfolk City Zoo Dangerous Animal Response Team (DART) on the safe deployment of both the shotgun and rifle during critical incidents. Range staff also conduct firearms safety and shooting competency drills for the Commonwealth's Attorney's Office by request.

Outreach efforts include participation in the annual Pride Festival, Coffee with a Cop, and Toys for Tots.





Field Operations Bureau

First Patrol Division

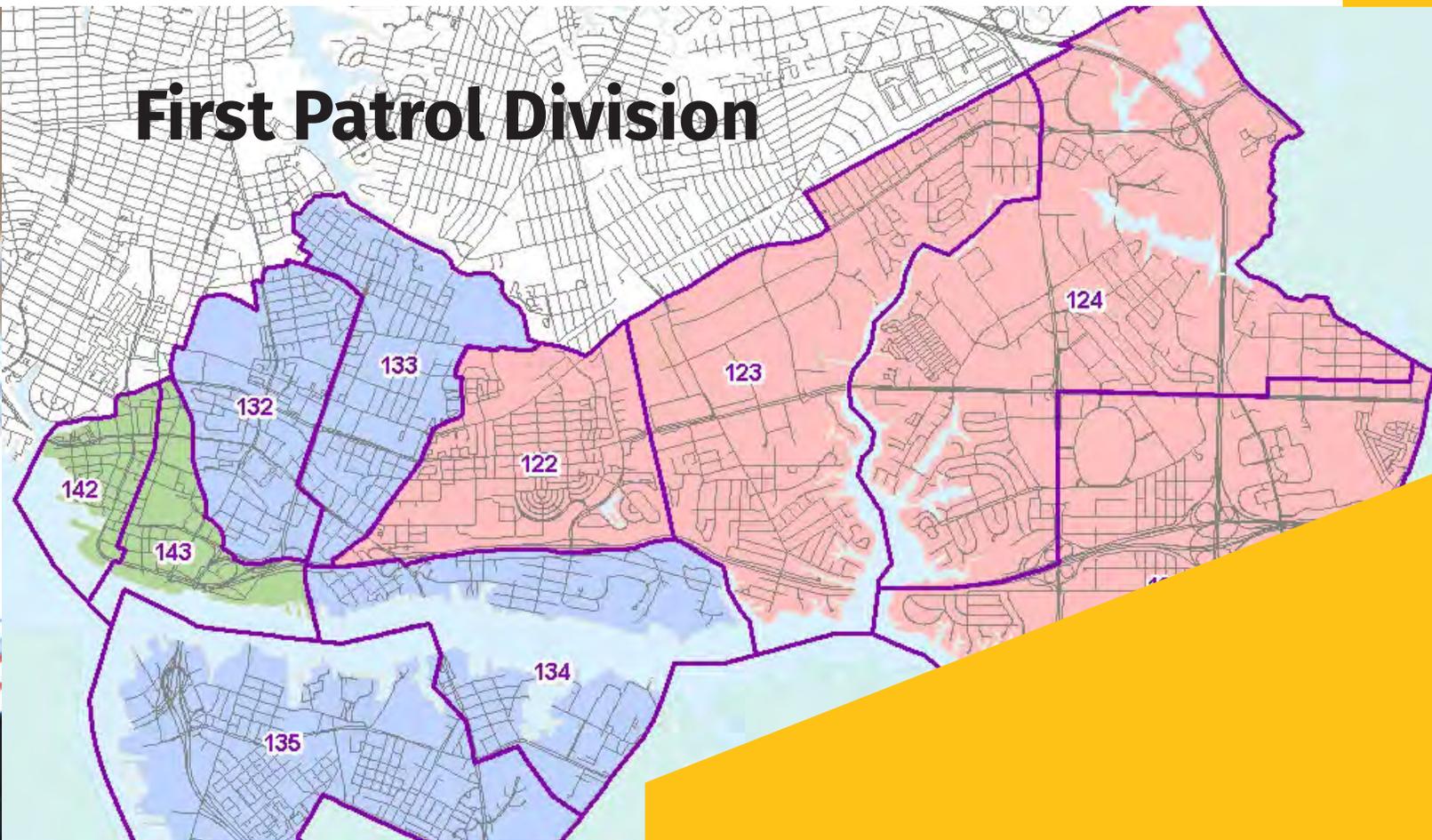
Second Patrol Division and Animal Protection Unit

Third Patrol Division

Homeland Security Division



First Patrol Division



The First Patrol Division is comprised of diverse neighborhoods, each unique in its culture, values and traditions. Each requires a tailored police response based on the individual needs of that community.

Collaboration with residents contributed to a dramatic reduction of 25% in violent crime, and 12% in property crime in 2017 compared with 2016.

Officers assigned to these neighborhoods recognize the importance of working in partnership with residents to address crime and the conditions that lead to crime. It has long been recognized that community involvement is an essential element in addressing neighborhood disorder, and residents are encouraged to actively participate in their communities.

Modern day policing is changing, and officers are encouraged to orient themselves with residents in their assigned communities. Officers have traditionally attended civic league meetings and other neighborhood activities. However, additional outreach opportunities are constantly being sought. For example, an initiative began in 2017 whereby residents were invited to a monthly event at the Police Operations Center. The purpose of this meeting is purely social and provides an opportunity for officers and citizens to get to know each other on a first name basis. Officers also participated in many activities organized by citizens and community activists, for example: the annual Martin Luther King, Jr. memorial walk; community walks in Berkley, Campostella, Young Terrace, and the Battered Women's March; and neighborhood favorites such as the Berkley Reunion and Inglefest.

Several protests were held at the Confederate Monument on Main Street during 2017. Before each one, personnel contacted the organizers and assured them of the Norfolk Police Department's desire to work constructively with participants. All of the protests were conducted peacefully, without incident.

First Patrol Division officers recognize that our youth are important assets who can provide their own unique contributions to the neighborhoods where they live. Officers again acted as sponsors and instructors with the Teen Awareness Academy for Norfolk Public Schools held at the Norfolk Technical Center. An elective program for juniors and seniors interested in law enforcement, classes include presentations on community policing, gangs, forensics, homicide and robbery investigations,

and the Special Operations Team. This continues to be a highly successful partnership, fostering a relationship with prospective Norfolk police officers.

A child's first encounter with police can have a lifelong effect on that child's future relationship with law enforcement. With this in mind, Youth Citizens Academies were conducted in all First Patrol Division elementary schools in 2017. Other youth activities included the annual "Trunk or Treat" event held on North Military Highway. This event was facilitated by the First Patrol Division but included city employees as well as private citizens who decorated their cars and distributed candy to children. Approximately 5,000 children and their families attended the October 27th event. It was so popular that an additional "Trunk or Treat" was held on October 30th at Church Street and Olney Road, where an estimated 2,000 children and their families attended. CROs assigned to public housing also sponsored their annual Basketball Camp at Virginia Wesleyan University in July, providing youth in these neighborhoods with 15 days of mentoring and coaching by police officers.





Crimes of violence, especially crimes involving firearms, create an atmosphere of anxiety and dread in communities. In May 2017, the Gun Violence Initiative was created to address incidents of gun violence. It involves collaboration with the First Patrol Division, Detective Division, Criminal Intelligence Unit, and community residents. Specific neighborhoods were targeted for additional patrol based on historical data of gun violence. This helped to achieve a significant reduction of crime and gun related calls for service in these neighborhoods. The Gun Violence Initiative was originally planned for a three-month period based on grant funding. However, the program proved so successful that additional funding was approved and it continued into 2018.

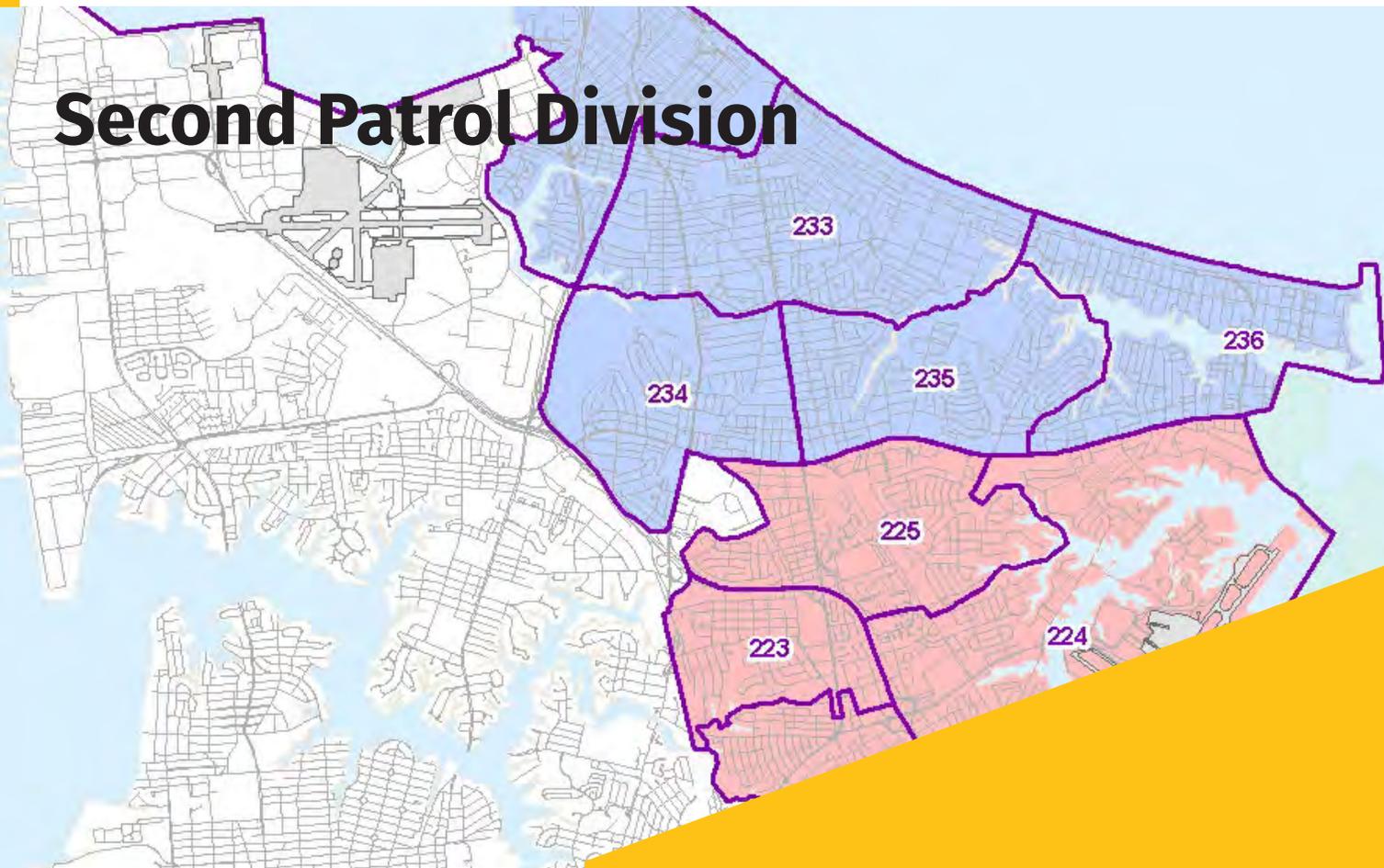
Enforcement related activities initiated in the Blue Sector targeted narcotics and other disorder related issues. Blue Sector CROs and patrol officers conducted surveillance operations and foot patrols in open air narcotics sales locations plagued with gun violence, resulting in multiple narcotics arrests for narcotics and recovery of guns.

The Green Sector continued to experience a renaissance in commercial and residential growth. Opening in 2017 was Hilton Norfolk The Main, Waterside District, and the Selden Market. High rise residential projects were under construction. Harborfest, the Grand Illumination Parade, festivals, races and other events drew large crowds to downtown. Despite significant activity, the Green Sector experienced a 17% reduction in total crime for the year, with almost no violent crime.

The Red Sector experienced a dramatic increase in problems involving homeless persons. A large homeless camp was discovered in the wooded area between Kempsville Road and I-64. There were numerous complaints of public intoxication, disorderly behavior, and fires associated with the camp. Red Sector personnel and representatives from other city departments took steps to dismantle the camp and remove squatters from the property. With the involvement of the Community Services Board, the homeless persons were offered relocation and housing assistance.



Second Patrol Division



As part of this strategy, officers conducted multiple high intensity sweeps involving bicycles, unmarked and marked patrol cars to stem crime and gun violence, yielding positive results.

Officers in the Second Patrol Division continually strive to identify problems and community concerns and then allocate resources to prevent, reduce, and/or resolve issues within sector boundaries.



Virginian-Pilot

Members of the Second Patrol Division in conjunction with the Knights of Columbus contributed to the huge success of the 50th Annual Saint Patrick's Day Parade. Parade attendees, both young and old, had a fun filled day of interaction with their public safety community and the Special Operations Team. This continues to be a highly successful partnership, fostering a relationship with prospective Norfolk police officers.

Among other duties, Blue Sector officers are responsible for patrolling the 8 ½ mile stretch of beach, to include the adjacent area from Little Creek Inlet to Willoughby Bay, from Memorial Day to Labor Day. Enforcement of local ordinances including fishing, boating, alcohol, and K-9 related violations remains a priority in keeping the beach area safe for families to enjoy during the summer season.

In May 2017, Red Sector CROs took part in the Norwegian National Day Parade in the East Beach section of Ocean View, assisting with the overall event and serving as escorts for the parade. The parade attracted visitors from as far as Florida, Georgia, and Delaware who were impressed with the department's involvement.

Also throughout the year, CROs participated in meetings with the Wards Corner and E. Little Creek task forces in an ongoing effort to build and maintain relationships with the business community, city agencies and citizens in these areas.

Other outreach involvement included participation in the Junior Achievement of Greater Hampton Roads, Teens with a Purpose (TWP), Green Reader, and CAKE (Cops and Kids Eating) programs.

Officers assisted the Community Affairs Section with several events including the Badges for Baseball "Pitch, Hit and Run" at Northside Park; and P.A.L. (Police Athletic League) summer camp activities.

Members of the Second Patrol Division organized and hosted two Citizen's Police Academies (CPA), several Youth Academies, and eight Community Open House forums.



Animal Protection Unit

The Animal Protection Unit (APU) is comprised of Humane Officers located within the Second Patrol Division. APU patrols the city seven days a week, responding to stray animals, rabies vaccination, license enforcement, animal bites, wildlife calls, pet shop inspections, animal cruelty, K-9 fighting investigations, and any other animal related concerns.

The unit educates the public through the Citizens Police Academy (CPA), youth academies, civic league meetings, and career days. Members also assist the NPD Training staff with teaching the police recruit classes.

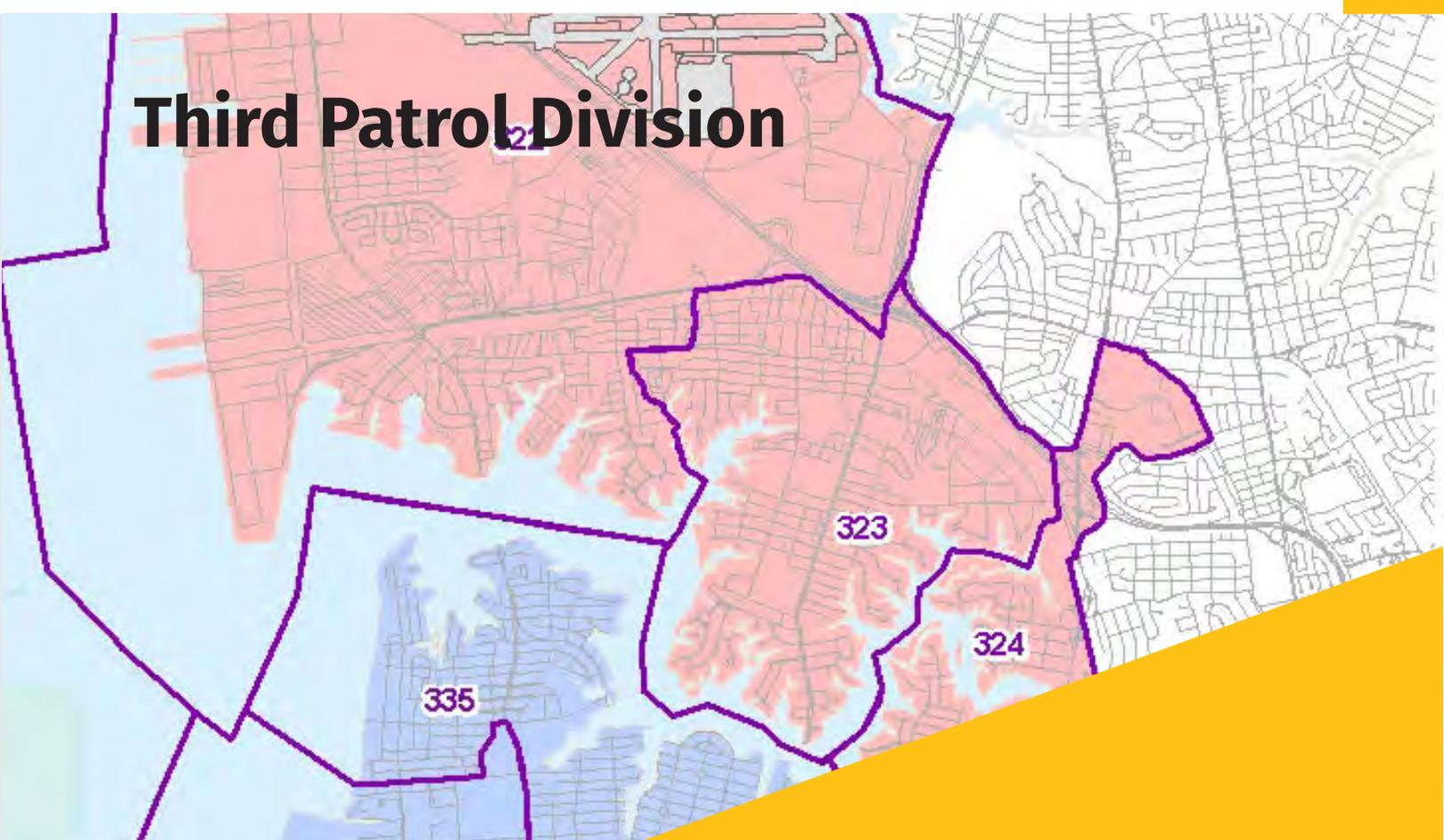
APU continues to seek out continuing education opportunities and received a grant through the American Society for the Prevention of Cruelty to Animals (ASPCA) to utilize in 2018. The Animal

Protection Unit maintains a positive relationship with the Norfolk Animal Care Center (NACC) which has resulted in increased productivity by the APU staff. An example of this cooperation was witnessed when on September 18, 2017, APU was notified that a shipment of more than 300 animals would be arriving at the Norfolk International Airport in the early morning hours of the next day. These animals were rescued in the aftermath of Hurricane Irma. APU collaborated with the Norfolk Animal Care Center and several volunteers to process the shipment efficiently in a manner that ensured the animals made it safely to their destinations.

In 2017, the Animal Protection Unit responded to 8,196 calls for service; 3,042 animals were brought in as strays, including dogs, cats, chickens, and pigs. APU officers seized a total of 377 animals for animal related offenses and transported more than 200 wild animals in need of medical or rehabilitative services.



Third Patrol Division

A map of Norfolk, Virginia, with the Third Patrol Division highlighted in red. The division is bounded by a purple outline and contains several sub-areas labeled with numbers: 321 (top left), 323 (center), 324 (bottom right), and 335 (bottom left). The map shows a dense urban grid with major roads and landmarks like Old Dominion University and the Norfolk Naval Base.

As part of this strategy, officers conducted multiple high intensity sweeps involving bicycles, unmarked and marked patrol cars to stem crime and gun violence, yielding positive results.

The Third Patrol Division is in the central part or “heart” of the city. It is home to Old Dominion University, the Norfolk Naval Base, Virginia Port Authority and NATO headquarters.



Officer Josh White, a Community Resource Officer at the Third Patrol Division, saw the need for an outreach activity that would encourage officers to build relationships with teenage males in a relaxed setting over an extended period of time. Officer White thought a series of video game tournaments would be the perfect opportunity for these interactions.

After some weeks of planning, the first annual Madden Video Game Tournament took place on August 31, 2017 in the Third Patrol Division's Community Room. The Thursday evening gathering was a tremendous success. Dozens of participants enjoyed pizza, drinks, and video games between the hours of 5 p.m. – 10 p.m. A collaborative effort, department funds paid for refreshments and prizes; the Police Foundation and a 7-Eleven proprietor paid for the gaming equipment. Two participants received first and second place prizes of \$30 and \$20 respectively.

Officers in plain clothes mingled with young men who were recruited via connections with the Police Athletic League (PAL) program. They traded good-natured banter and strengthened the bonds between the Norfolk Police Department and the community it serves.

Because of Officer White's innovative thinking, perseverance and follow through, the police department has another successful means for positive interaction between officers and our city's teens.

With word of mouth publicity often facilitated by social media, it is not uncommon for a house party, whether attended by teens or adults, to grow out of control in just a few minutes. There is a direct correlation between poorly managed college parties and gun violence. Sometimes, when uninvited guests are turned away or asked to leave a party, gunfire erupts. College parties are also known to attract criminally minded intruders intent on committing robbery.

To address such concerns, Community Resource Officers from the Third Patrol Division and Old Dominion University (ODU) Police work collaboratively to keep abreast of party plans, handle party related disturbance complaints, and investigate problem locations, initiating enforcement actions as indicated. This proactive initiative instills order both on the ODU campus and in surrounding neighborhoods, substantially reducing vulnerability to gun violence.

In addition, supervisors and officers are assigned as needed to participate in the department's Gun Violence Initiative operated by the First Patrol Division.

The Third Patrol Division serves as a continual outreach resource for the department. As scheduling permits, members of the public have access to our Community Room. The Community Advisory Committee holds monthly meetings there. Membership includes community group leaders and representatives who come together to plan strategies for addressing community problems of mutual concern.

Homeland Security



The Homeland Security Division is composed of five distinct units: Bomb Squad, Harbor Patrol, K-9 Unit, Special Operations Team (SOT) and the Traffic Unit.

Bomb Squad

During the 2017 calendar year, the Norfolk Bomb Squad responded to calls for service involving suspicious package investigations, explosives recoveries, and assisted with several bomb threats, the most notable involving two suspicious shipping containers aboard a ship at sea in January. An explosives detecting K-9 alerted on the containers, which led to a large scale joint operation involving Norfolk Bomb Squad, FBI, Customs and Border Patrol, DHS, ATF, and the United States Coast Guard.

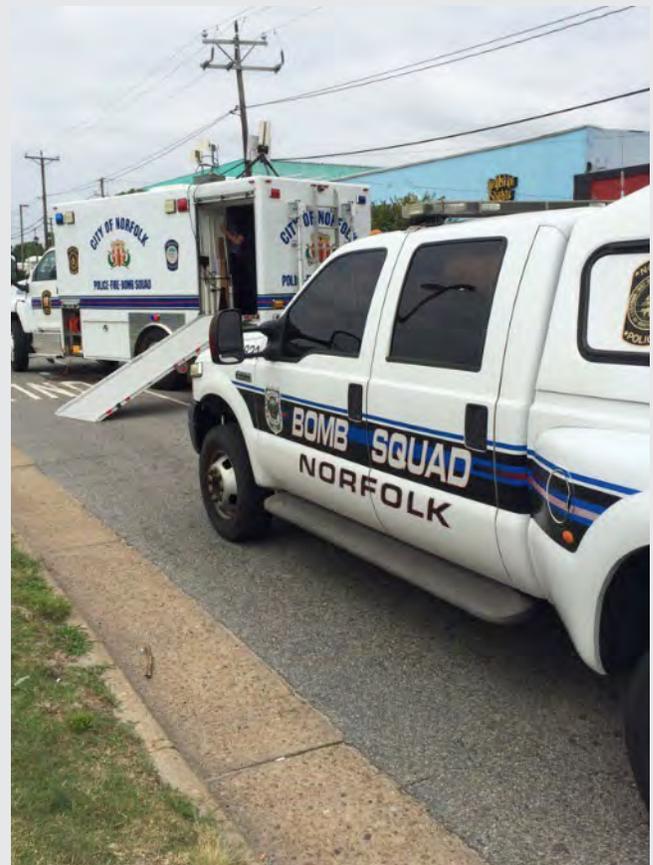
Norfolk Bomb Squad provided resources for special events such as Harbor Fest, the Grand Illumination Parade, dignitary protective details, explosives security sweeps, and Transportation Security Administration VIPR (Visible Intermodal Prevention and Response) Team and MASFO (Multi-Agency Strike Force Operation) operations. Norfolk Bomb Squad participated in community service demonstrations and training events with various outside agencies to include youth groups, school career days, citizen's academies, and other Norfolk Police Department sponsored events.

The Bomb Squad has continued to build an integrated response capability along with the Harbor Patrol to prepare for and respond to water borne explosive related incidents. These efforts allow the unit to continue working towards meeting its goal of forming a Regional Underwater Hazardous Device Response Team under the FBI's new Bomb Tech/Diver initiative. In 2017, two Norfolk bomb technicians became certified by the FBI as Underwater Hazardous Device Technicians (UHDTs). There are fewer than 35 UHDTs nationally. The federal Department of Homeland Security (DHS) Red Ops Division invited the squad to test new underwater cutting tools.

Integrated training with the Special Operations Team remains a priority; training evolutions have involved the use of robots to support SOT operations. Training

involved suicide bombers and hostages attached to explosive device scenarios. The Bomb Squad also assisted the Special Operations Team on all call-outs and search warrant executions.

The Bomb Squad participated in unit, regional, state and federal level training. Training covered topics such as improvised explosives, advanced explosives disposal, hazardous materials, and underwater IEDs. Officers assigned to the unit attended FBI Underwater Counter Measures, FBI Electronic Counter Measures, and ATF's Raven's Challenge, to name a few. A new technician successfully completed Hazardous Devices School. Master Police Officer (MPO) Jon Kim scored the highest level of proficiency with the "F6" robot in testing conducted by NIST (National Institute of Standardized Testing) during a nationwide robot competition. Our MPO outperformed state, local, and military robot operators during this competition.



Harbor Patrol

The Harbor Patrol Unit works closely with the United States Coast Guard (USCG) to provide security for tankers, cruise lines and military ships that navigate through Norfolk waterways. In the past year, Harbor Patrol has provided both moving and stationary security zones for 16 high passenger cruise ships, four highly combustible liquid petroleum gas tanker ships, and participated in six high valued asset security zones, ranging from the USS Gerald Ford Commissioning by President Trump to the Norwegian Tall Ship escort. The unit also assisted the US Coast Guard with operations Logan's Charge and Dry Water; these operations helped promote boater safety awareness and BUI prevention.

In 2017, the Harbor Patrol Unit played an essential part in assisting the USCG, NOAA (National Oceanic and Atmospheric Administration), Marine Sonic, and other government agencies in locating a missing buoy. The Cape Henry Channel by the Chesapeake Bay Bridge Tunnel was closed due to missing buoy #3. The buoy was struck by a tug pushing a barge; it was dragged off station and eventually sank. Due to the size of the buoy (26 feet long and 8 feet wide) the Coast Guard had to temporarily close the channel until the buoy could be located or until it was determined that the buoy was not in the channel. The closure could have had an extreme impact on the Port of Virginia and Naval Operations. For every hour the channel is closed, it could cost the Port of Virginia millions of dollars. Our support was instrumental in helping the USCG open the channel, which greatly reduced economic impact on the Port of Virginia and allowed the naval vessels to access the port for their homecoming events.

The Police Dive Team is an intricate part of the Harbor Patrol Unit. The dive team is trained in procedures for search and recovery for both drowning victims and evidence. The dive team responded to 12 dive callouts, two of which assisted local and nearby state agencies with vehicle and

evidence recovery. The dive team also participated in dive operations which supported the investigative branches of the Gates County, North Carolina Sheriff's Department.

Additionally, the Harbor Patrol Unit works actively in providing support for Nauticus, the Downtown Tunnel, Midtown Tunnel and the Hampton Roads Bridge Tunnel. Throughout 2017, the unit conducted more than 5,830 maritime infrastructure checks, enhancing security for events such as: the Polar Plunge, wine and beer festivals, Harbor Fest, Pride Festival, Bayou Boogaloo, the Oyster Reef Regatta, and the Pork, Pine and Peanut Festival in Surry, Virginia.

The Harbor Patrol Unit participated in the annual Search and Rescue (SAR) Forum presented by the United States Coast Guard and the Virginia Port Authority in the City of Hampton, Virginia.

Training included search and rescue patterns, self-recovery, rules of the road, side scan sonar operations, small boat handling, navigation, and towing operations during both day and night hours. These evolutions were conducted in differing weather conditions and lasted as long as 15 hours.

The unit participated in static displays and outreach efforts throughout various sectors of the community, notably for two Cub Scout troops, two schools, and at special events such as National Night Out. In addition, departmental efforts including the Police Picnic, an academy graduation and "Bring the Brass" (coordinated by Third Patrol Division Community Resource Officers), resulted in contacts with nearly 3,000 persons during the year.

Every interaction with the Harbor Patrol leaves citizens with a better understanding of the training that our Harbor Patrol and Dive Team members receive, as well as the latest equipment they are using. Citizens also emerge from activities with plenty of water safety tips.

K-9 Unit

The Norfolk Police K-9 Unit prides itself on being a subject matter expert for the region as pertains to dog training. The unit has a long tradition of providing training and certifications for surrounding cities. In 2017, training and certifications were provided for Norfolk Fire-Rescue, the Portsmouth and Suffolk Police departments and the Isle of Wight and Accomack County Sheriffs' offices.

The K-9 Unit is required to maintain constant certifications for the training of the dogs entrusted to our care. In 2017, the training cadre performed 89 dog and handler safety checks to comply with written mandates.

K-9 Demonstrations

Demonstrations for the community are an integral aspect of specialized K-9 work. These demonstrations allow citizens to observe the specific talents and capabilities of the dogs and

ask questions about the training and care the dogs assigned to the unit receive. In 2017, members of the K-9 Unit performed 90 demonstrations for community groups within the City of Norfolk.

Community Initiatives

In 2017 the K-9 Unit was very proud to be involved in two major community initiatives that involved maintenance of the K-9 facility. The first was a generous donation from the charity organization Spike's K-9 fund. Members of the K-9 Unit worked closely with the staff of the charity to organize more than 100 volunteers who reported to the K-9 Unit facility to build dog houses for on-site kennels. The second event was an extremely generous effort from three young boy scouts working towards their Eagle Scout certification. The scouts fundraised, planned, and directed the reconstruction of the entire obstacle course which is used to train and build the confidence of dogs. Upon completion, the project represented thousands of dollars in raw materials, hundreds of man hours, and was a complete success.



Special Operations Team (SOT)

SOT provides a rapid and ready response to emergency and critical incident situations beyond the weapons and training capabilities of uniformed police personnel. The Special Operations Team is a full time tactical team capable of handling a myriad of tactical and homeland security missions which include: barricaded suspects, hostage rescue, high-risk search warrants, undercover security operations, maritime operations, dignitary protection, and major event security. All members of the unit are certified DCJS (Department of Criminal Justice Services) General and Firearm Instructors. SOT instructors assist the Training Division with the training of police recruits and sworn officers in subjects such as Patrol Rifle, Active Threat Response, Building Searching, Perimeter Operations, Defensive Tactics, Chemical Munitions, Emergency Vehicle Operations, and the Special Operations Team basic two-week course.

In late 2017, SOT was relieved of certain duties which had previously impacted the amount of time the unit was able to dedicate to street level criminal enforcement. As a result, SOT is able to provide increased assistance with patrol division “hot spot” crime repression and criminal apprehension. Additionally, SOT works closely with investigative units to obtain information on wanted persons and current crime trends. Based on information received, SOT conducts operations designed to apprehend those specific wanted persons and to deter or make apprehensions on those specific crimes.

SOT members were trained in terrorist tactics, HCNT (Hostage Crisis Negotiations Team), gang investigations, defensive tactics, and attended training at the Hathcock Sniper School, to name a few.

SOT conducted planning, surveillance, undercover operations, and warrant execution operations in support of other divisions to include the Detective and Vice and Narcotics divisions. Numerous dangerous persons to include robbery, homicide, and narcotics distribution suspects have been

taken into custody by or with the assistance of SOT members. Additionally, SOT responded to “formal” call-outs involving wanted/barricaded subjects and assisted other units with the searching of locations and apprehensions of wanted persons without full team activation.

To maintain positive working relations with military and law enforcement communities in the Tidewater area, SOT participated in multi-jurisdiction training events at U.S. Navy bases involving base police officers, military units, and Norfolk Police patrol divisions. Additionally, SOT participated with various federal, state, and local agencies in training and “real world” operations.

In addition to training and search warrant execution, SOT members assisted with dignitary protection details, voting poll security, AMTRAK “Operation Safe Rail,” Norfolk Public Schools security, criminal enforcement initiatives in high reported crime areas, civil demonstrations, and other city sponsored events.

SOT participated in various community engagement initiatives which include the Citizens Police Academy Alumni Association of Norfolk (CPAAN), City Employee Day, civic league static displays, in-school static displays, Boy Scouts of America, Regional Youth Academy, Trunk or Treat, Summer Urban Academy, “CAKE” (Cops and Kids Eating), and partnerships with Norfolk Public Schools, Norfolk Health Department, Norfolk Southern Railroad, HRT, and private industry regarding active-threat response, among others.



Traffic Unit

The Traffic Unit's primary function is targeted enforcement in high traffic volume or complaint areas. Active traffic enforcement results in a high incidence of violator contact that subsequently has a deterrent effect on crime. To ease traffic concerns and change behaviors, the Traffic Unit uses a three-prong approach which includes engineering, education and enforcement. This approach involves a partnership with the City of Norfolk Public Works Traffic Engineering Division and ongoing outreach through community leaders, civic leagues, and other community partners.

2017 Traffic Unit Initiatives

Child Passenger Safety Program

Members of the Traffic Unit became certified child safety seat technicians, enabling the Norfolk Police Department to provide a valuable service to residents while simultaneously achieving the department's mission of increasing community outreach during civic events. The certified Child Passenger Safety (CPS) technicians influence safety on the roadways by teaching proper safety seat installation procedures to members of the public.

Members of the Traffic Unit participated in the following community and outreach events:

- LEC Tutoring & Chess Program
- Boy Scout and Girl Scout static displays and talks
- United States Navy Stand-Down Traffic Safety

Presentations

- Norfolk Citizens Police Academy and Alumni

presentations

- Norfolk Police Picnic
- PAL (Police Athletic League) Summer Camp (3rd

Patrol Division)

- National Night Out
- Martin Luther King Day March
- Various local school and university career day

events

- Red Cross Blood Drive

Traffic Summons Breakdown	2017	
First Patrol	3,463	
Second Patrol	3,821	
Third Patrol	2,436	
Traffic Unit	15,879	
Total	25,599	

DUI Arrests	2017	
First Patrol	164	
Second Patrol	141	
Third Patrol	104	
Total	409	

Accident/Crash Breakdown	2017	2016
First Patrol	870	1,721
Second Patrol	786	793
Third Patrol	1,075	1,108
Total	2,731	2,818

Fatal Crashes	2017	
Auto/Pedestrian	5	
Auto/Motorcycle	1	
Multi-Vehicle	4	
Single Motorcycle	1	
Single Mini-Bike	1	
Auto/Scooter	1	
Auto/Bicycle	2	
Single Vehicle	2	
Victims	Male	Female
	14	4



Investigative Services Bureau

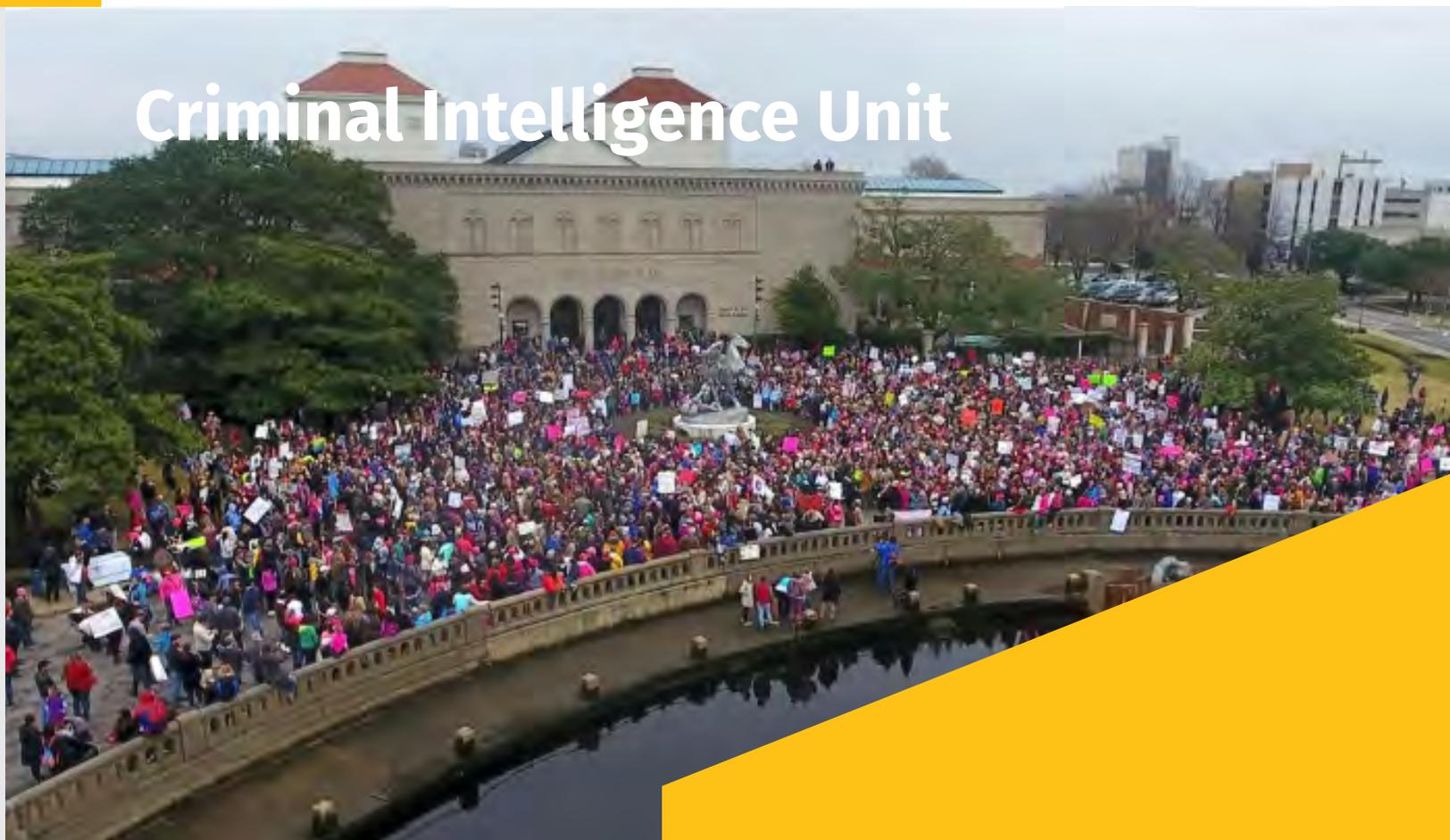
**Criminal
Intelligence Unit**

**Detective
Division**

**Vice and
Narcotics
Division**



Criminal Intelligence Unit



The Criminal Intelligence Unit's (CIU) function within the Norfolk Police Department involves the collection, organization, analysis, maintenance and dissemination of data concerning specific crimes, criminal activities and/or threats to the community.

In 2017, the unit disseminated 93 information bulletins as well as a weekly intelligence bulletin providing officers with relevant information regarding officer safety and awareness, as well as emerging criminal activity throughout the area.

This critical information was shared with local, state and federal law enforcement partners through the Virginia Fusion Center, helping to enhance investigations and insure the safety of officers and citizens throughout the region.

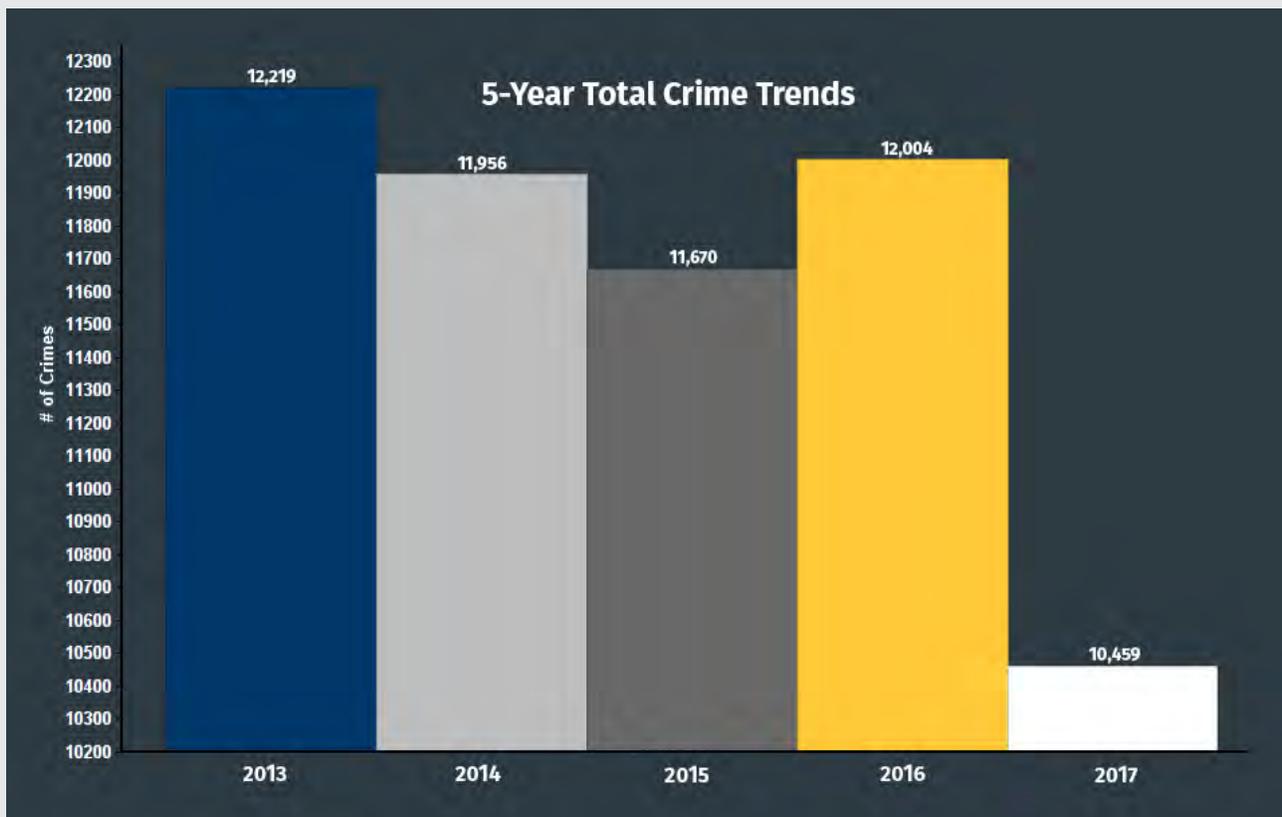
As part of the intelligence function, CIU is responsible for investigating Suspicious Activity Reports (SAR), terrorist individuals/groups, organized crime, hate groups, disruptive criminal enterprises, threats to public officials and judges, and for ensuring that the rights governing free speech are protected. Additionally, CIU acts as the liaison unit with federal law enforcement agencies including the F.B.I.'s Violent Crime, Joint Terrorism and Child Exploitation task force as well as the A.T.F.'s Project Exile Task Force, aimed at reducing gun crime.

During 2017, CIU coordinated First Amendment events with patrol division commanding officers and

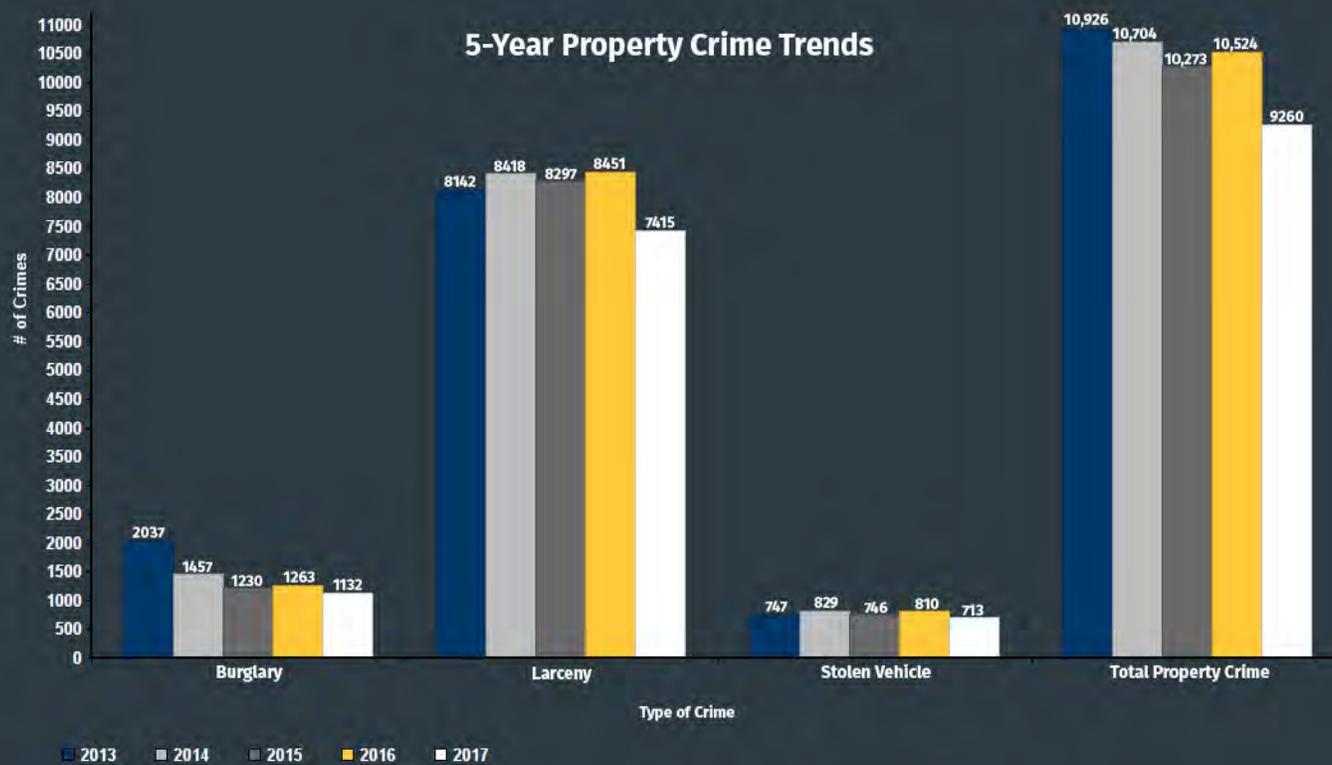
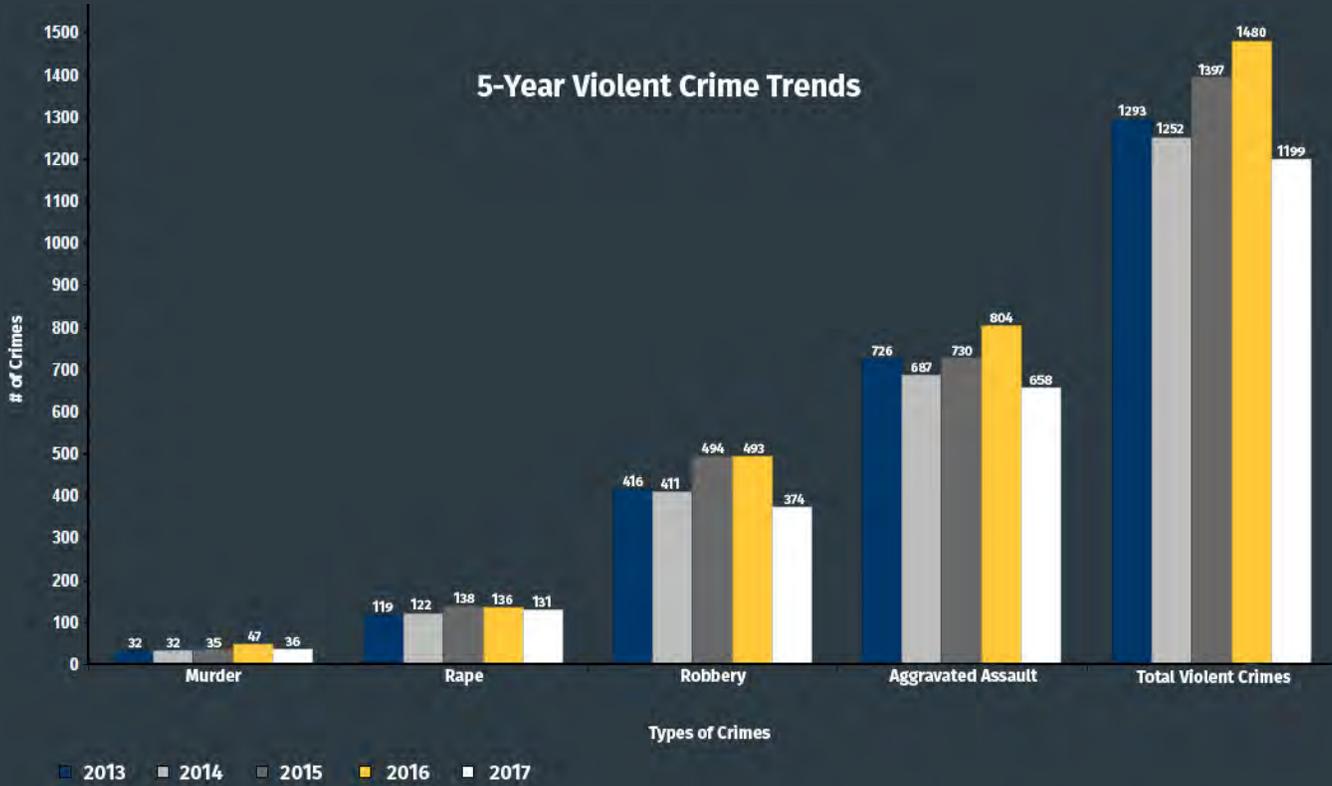
conducted department-wide training on issues such as free speech and hate crimes. CIU also provides annual training to members of the Citizens Police Academy Alumni Association of Norfolk (CPAAAN).

Crime Data 2012-2017

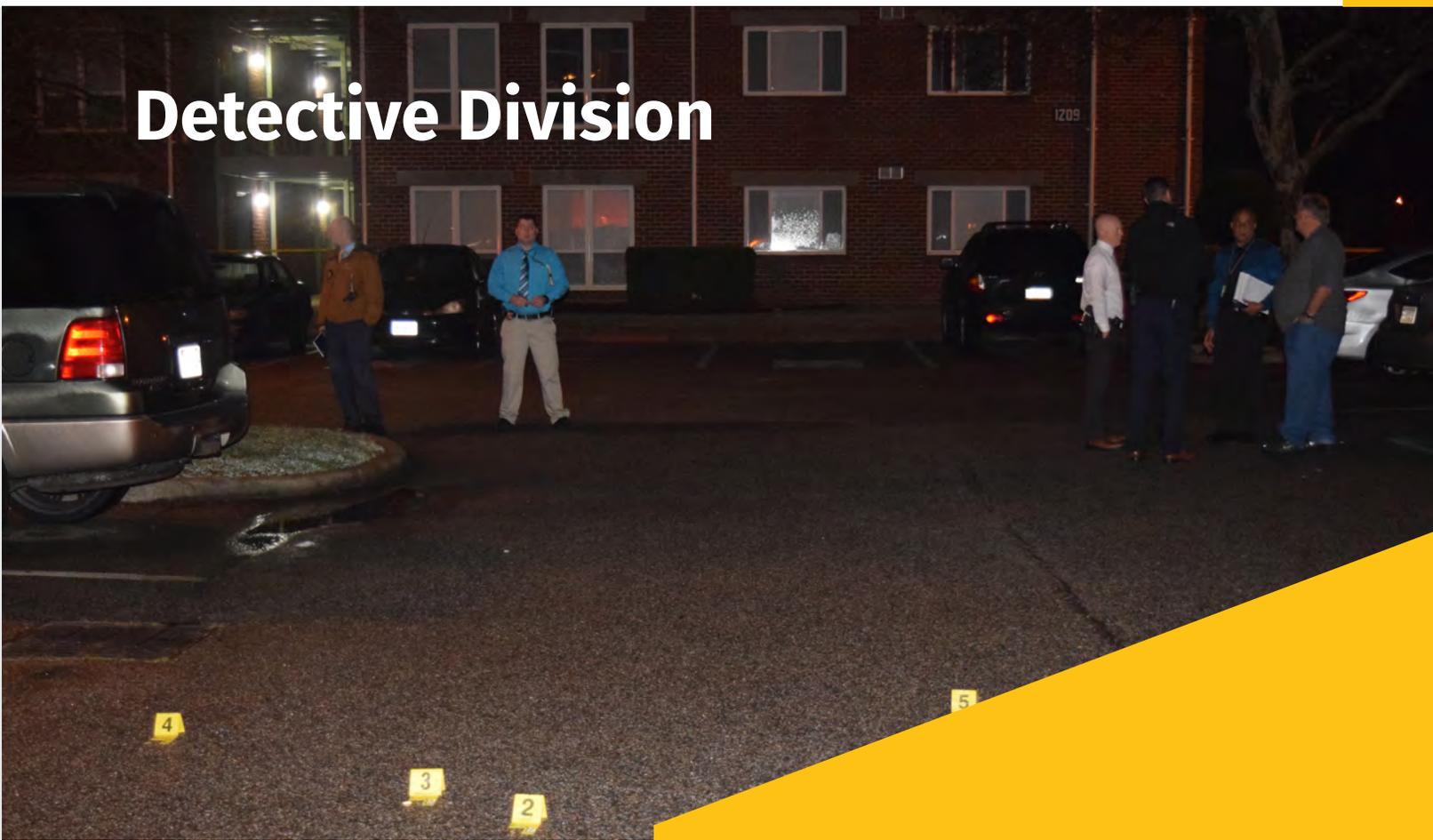
The Crime Analysis Section of the Criminal Intelligence Unit processes and analyzes data in order to disseminate pertinent information to various units within the department, helping to protect and inform the citizens of Norfolk. Crime Analysis provides the most current information on crime patterns, trends and series, as well as possible suspects, and generates crime alerts and bulletins that are used to assist police with criminal investigations and crime prevention. Twice a month, Crime Analysis prepares a detailed COMPSTAT presentation that provides a summary of past, current and potential future crime trends.



Crime Statistics - 5 Year Trends



Detective Division



The Detective Division investigates reported felony and serious misdemeanor offenses (excluding narcotic and vice related crimes) occurring within the jurisdiction of Norfolk. It is the responsibility of the division to identify, arrest, and present offenders to the judicial system.

The Detective Division is composed of four distinct investigative units: Violent Crimes, Gang Suppression, Property Crimes, and Special Crimes.



This is accomplished through cooperative efforts with officers/investigators from other divisions, personnel from other city departments, other local, state and federal agencies, and the citizens of Norfolk.

The division is composed of four distinct investigative units: Violent Crimes, Gang Suppression, Property Crimes, and Special Crimes.

Violent Crimes Unit

The **Homicide Section** is responsible for investigating all homicides, undetermined deaths, accidental deaths, nonsexual abductions, all categories of assaults, shootings into occupied vehicles or dwellings, deaths of individuals in custody, and shootings involving police officers if injury or death is involved. Personnel assigned to this section are usually senior investigators who are subject to callback at any time. Investigators assigned to the Homicide Unit are selected on the basis of work ethic, investigative experience and skill, police experience, and an expressed desire to investigate homicide cases.

The **Cold Case Homicide Section** augments the Homicide Section when needed and is primarily responsible for homicide investigations in which all leads have been exhausted or gone “cold.” Since its inception, multiple arrests have been made as a result of the unit’s efforts. The Cold Case Section is also charged with providing investigative support to the missing persons section in the case of a missing or endangered adult.

The **Robbery Section** is responsible for investigating all robberies of citizens, businesses, and prisoner escapes. The recidivist nature of robbers and the potential for the escalation of violence dictates an immediate response and a sense of urgency toward completing all investigative leads.

The **Fugitive Section** is responsible for the apprehension of fugitives as well as the extradition of those arrested outside of Norfolk’s jurisdiction. Investigators assigned to this section work to identify, locate, and arrest persons suspected of crimes in Norfolk or who have fled to Norfolk to avoid apprehension. The Fugitive Section works with outside agencies on a daily basis to facilitate the apprehension of potentially violent fugitives.

The **Forensic Section** provides support to the Detective Division through analyzing, preserving, and recovering evidence from crime scenes. This section consists of specially trained staff who conduct latent fingerprint examinations and provide computer and cell phone data analysis. Once assigned to the Forensic Section, a long-term mix of technical schools and on-the-job training prepare investigators for these technical police functions.

Commonwealth’s Attorney’s Section

The Commonwealth’s Attorney’s Section serves as the daily liaison between the police department and the Commonwealth’s Attorney’s Office. Members of the section also provide limited investigative support to the assigned prosecutors.

Gang Suppression Unit

In 2017, the Gang Suppression Unit was provided increased manpower to address gun violence issues and to aid in the suppression of gang activity. One of the unit's eight investigators serves as Task Force Officer with the Federal Bureau of Investigations.

The Gang Suppression Unit is charged with investigating crimes involving street gang members as well as crimes that occur within the Norfolk Public Schools. The goal of the Gang Suppression Unit is to aggressively suppress criminal street gang activity through lawful confrontation, enforcement, arrest, prosecution, intelligence gathering and constant development of partnerships with local law enforcement partners and most importantly with the community.

Responsibilities of the unit include responding to citizen concerns of gang activity, and assisting federal authorities with investigations involving major narcotic operations, aggravated assaults and homicides that are deemed gang related. The unit's investigative responsibilities include mob assaults, school threats and assaults, and all gang related crimes.

In 20 separate cases, 43 individuals were charged with Gang Participation and related offenses. The unit's increased manpower contributed to the decrease in gun violence related crimes in 2017.

Throughout the year, personnel conducted 134 home visits of juvenile offenders related to gang activity. Including the parents in the process and educating them of signs and signals involving possible gang activity by their children was an important step. A gang activity reporting tip form placed on the website provided citizens the opportunity to report suspected gang activity in their communities.

Property Crimes Unit

The **Missing Person/Runaway Section** investigates all reports of runaways and missing or endangered adults. Assigned detectives work exclusively on missing persons to ensure expertise on these types of cases and a timely response which is often critical to the successful resolution of investigations.

The **Auto Section** investigates stolen auto and hit-and-run offenses. The section has strengthened its partnership with the Southeast International Associations of Auto Theft Investigators (SEIAATI) in an effort to curtail thefts. Through this partnership, members have access to innovative techniques for combating thefts, nationwide training trends, and varied strategies relating to auto theft prevention and prosecution.

The **Burglary Section**, in addition to handling burglaries reported in the City of Norfolk, is in charge of pawn shop enforcement. Regular reporting of pawned items to the police department is mandated by ordinance and monitored by investigators who routinely visit the businesses to ensure compliance. During 2017, the Burglary investigators continued a partnership with LeadsOnline, the nation's largest online investigative system. Members have been instrumental in pushing LeadsOnline out to the community via civic leagues and other organizations. The system's capability assists the community with the implementation of the REPORTIT application which allows citizens to record their serial numbers and have them handy in the event a report needs to be made. Since using the program, the Burglary Section has confiscated numerous stolen items from our city and surrounding jurisdictions and have connected wanted individuals to the thefts.

The **General Assignment Section** is responsible for 24-hour investigative coverage. Newly assigned personnel in the Detective Division are assigned to this section for three months of training to learn the basics of investigations and the details of administrative and case related paperwork. While primarily responsible for handling larcenies occurring in the city, the section regularly handles additional reported crimes when other sections are unavailable.

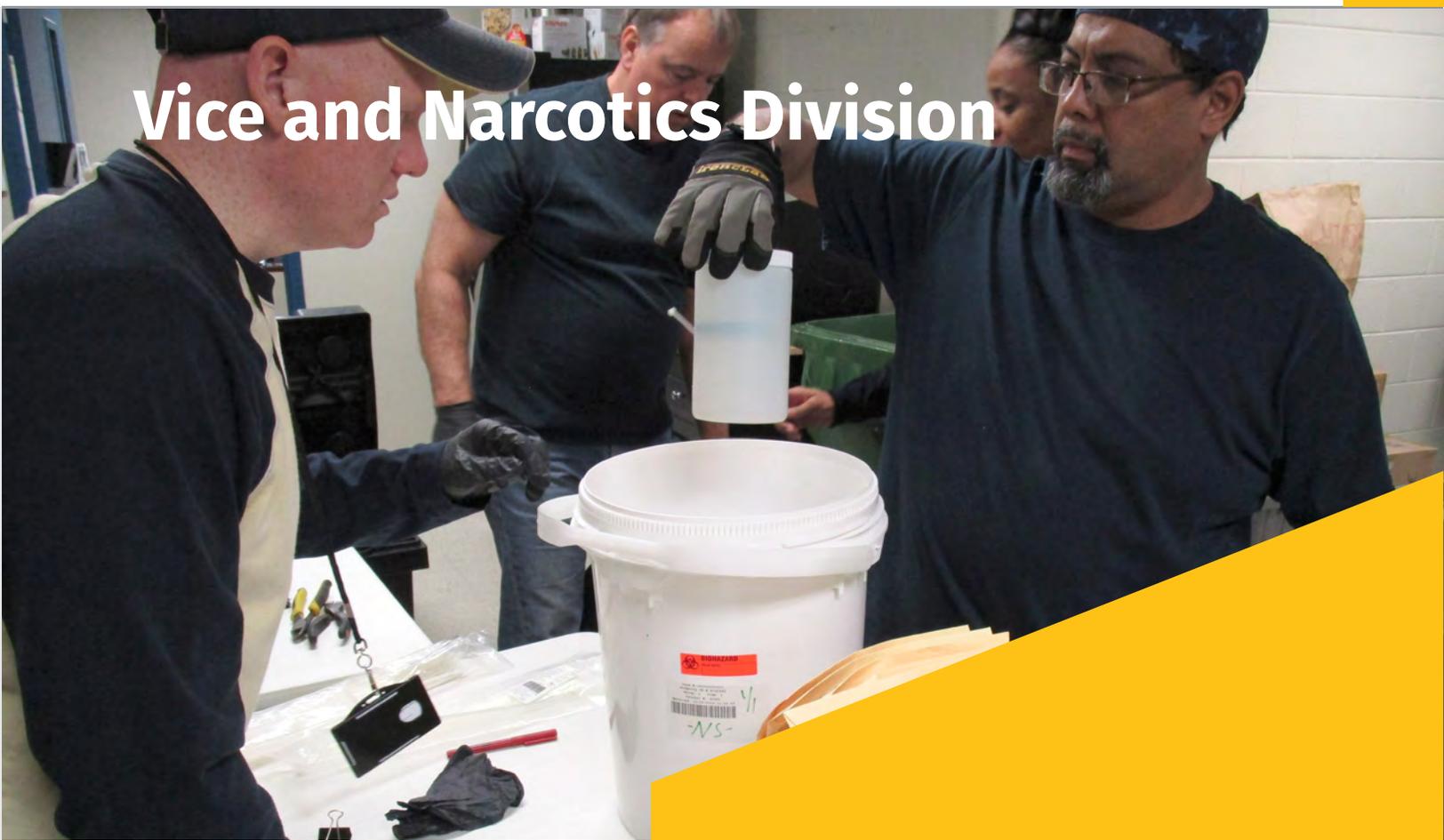
The **Economic Crimes Section** handles crimes generally considered “white-collar,” as well as bigamy and lottery offenses. Because its primary contacts are with business institutions, the assigned investigators with few exceptions work a day shift, from 8:00 a.m. to 5:00 p.m.

Special Crimes Unit

The **Special Crimes Unit** is responsible for the investigation of sexual assaults, indecent exposure, child pornography, stalking, domestic assault, child abuse and lost children under the age of nine. The range of investigative responsibilities requires significant expertise in the skill of interviewing traumatized adult and juvenile victims.

The Special Crimes Unit and the South Hampton Roads YWCA expanded the Victim Advocacy Program coverage by adding an additional advocate to the Special Crimes Unit. This increase in victim advocacy coverage increased the division’s ability to provide victims of violent crimes immediate access to a victim advocate who is able to provide immediate and ongoing support to those working through the trauma and recovery associated with being a victim of violent crime.

Vice and Narcotics Division



The Vice and Narcotics Division investigates drug, prostitution, and gambling related offenses occurring within the City of Norfolk. The division coordinates with related federal agencies throughout the region.

Two distinct investigative units comprise the division - the Narcotics Unit and the Special Investigations Unit.

Narcotics Unit

The **Narcotics Unit** is comprised of two platoons that are responsible for the identification, suppression, and control of illegal narcotic activities and maintaining the division's electronic surveillance equipment. Additionally, assigned investigators assist with the electronic monitoring of undercover officers both within the division and for other members of the department.

Narcotics platoons conduct short-term and mid-level investigations using surveillance, undercover, and intelligence gathering techniques to address street level dealers, suppliers, and buyers. Investigators use information received from concerned citizens and confidential informants, as well as intelligence reports from other divisions of the department and outside law enforcement agencies.

Special Investigations Unit

The **Special Investigations Unit** conducts narcotics investigations targeting higher level suppliers responsible for providing illegal narcotics to street level dealers. Operations consist of covert surveillance, intelligence gathering, use of informants and search warrants. Personnel conduct long-term as well as historical investigations into individuals and organizations involved in these activities in conjunction with federal agencies for prosecution in the federal judicial system. One investigator from Special Investigations is assigned Prescription Drug Diversion responsibilities; another is assigned as a Task Force Officer (TFO) to the Drug Enforcement Administration (DEA). DEA TFO investigators act as deputized agents for the Drug Enforcement Administration and bring cases from the City of Norfolk to be considered for adoption in the federal system. This has been a long standing and very successful program. In 2017 two investigators from Special Investigations were assigned as full-time Task Force Officers to work with the DEA Diversion and Prescription Fraud teams.

The **Vice Section** conducts enforcement operations designed to target illicit drug, prostitution, and gambling activities. Vice investigators work to reduce drug and prostitution activities through undercover and buy bust operations which target both drug dealers and prostitutes. With the ever increasing popularity of cell phones and the internet, much of this activity has moved online. Tactics and investigations of the section have evolved to address this new wave of prostitution. In 2017, five members of the Vice Section were deputized as full time Homeland Security Agents and joined the Hampton Roads Human Trafficking Task Force (HRHTTF) to combat commercial sex trafficking.

The **Interdiction Section** is responsible for stemming the flow of illicit narcotics into the City of Norfolk through the interdiction of couriers at local bus stations, highways, air and sea port terminals, package delivery services, storage complexes, motels, and hotels through the use of trained narcotic detection K-9 teams. These K-9s are certified as reliable to detect the odors of cocaine, heroin, methamphetamine, ecstasy, marijuana, and their derivatives.



The Vice and Narcotics Division developed the following initiatives and reported the following accomplishments in 2017:

- Continued a training partnership with the Norfolk Commonwealth's Attorney's Office which included participation in the "Top Gun" training program. Top Gun is an intensive, "Team Work" workshop-styled, interactive training course on the prosecution of drug cases. Attendance is limited to 20 teams, each of which consists of a prosecutor and a police investigator from a given jurisdiction. This program covers the latest developments in the law, criminal practices used, and the latest illegal drug types and their usage. The purpose of the training is to enhance the working relationship between law enforcement and prosecutors in drug-related matters and to formulate a "Team Working" network of enforcement/prosecutors for mutual cooperation and assistance in the abatement of the drug problem in the Commonwealth of Virginia.

- The DEA along with Norfolk investigators assigned to the DEA Task Force continued to successfully run the Drug Take Back program.

- The Norfolk Police Department along with other Hampton Roads police departments continued its commitment to a partnership in the Hampton Roads Heroin Working Group. Following a 2016 press conference by Virginia Attorney General Mark Herring, federal, state, and local agencies began collaborating in an effort to share information and develop an inclusive strategy to impact the significant increase in opioid overdose cases across the Hampton Roads region. This is an on-going initiative to develop cases and present them for the Commonwealth's Attorney's Office as well as the United States Attorney's Office for prosecution.

- In March of 2017 The Norfolk Police Department in collaboration with the Bureau of Alcohol, Tobacco, Firearms and Explosives (BATFE) and Virginia State

Police (VSP) concluded Operation Riptide. More than 30 individuals were identified throughout the Hampton Roads area that were involved in the illegal sale of firearms and narcotics. The operation concluded on March 1, 2017 with the recovery of more than 50 firearms (18 were either reported stolen or had altered serial numbers), more than 170 grams of heroin, 65 grams of powdered cocaine and 290 grams of crack cocaine.

- The Vice and Narcotics Division recovered approximately \$900,000 worth of illegal narcotics from or enroute to the streets of Norfolk. The division executed 158 search warrants and arrested 712 individuals which resulted in in excess of 1,800 criminal charges for narcotics and prostitution related violations.



Crime Statistics

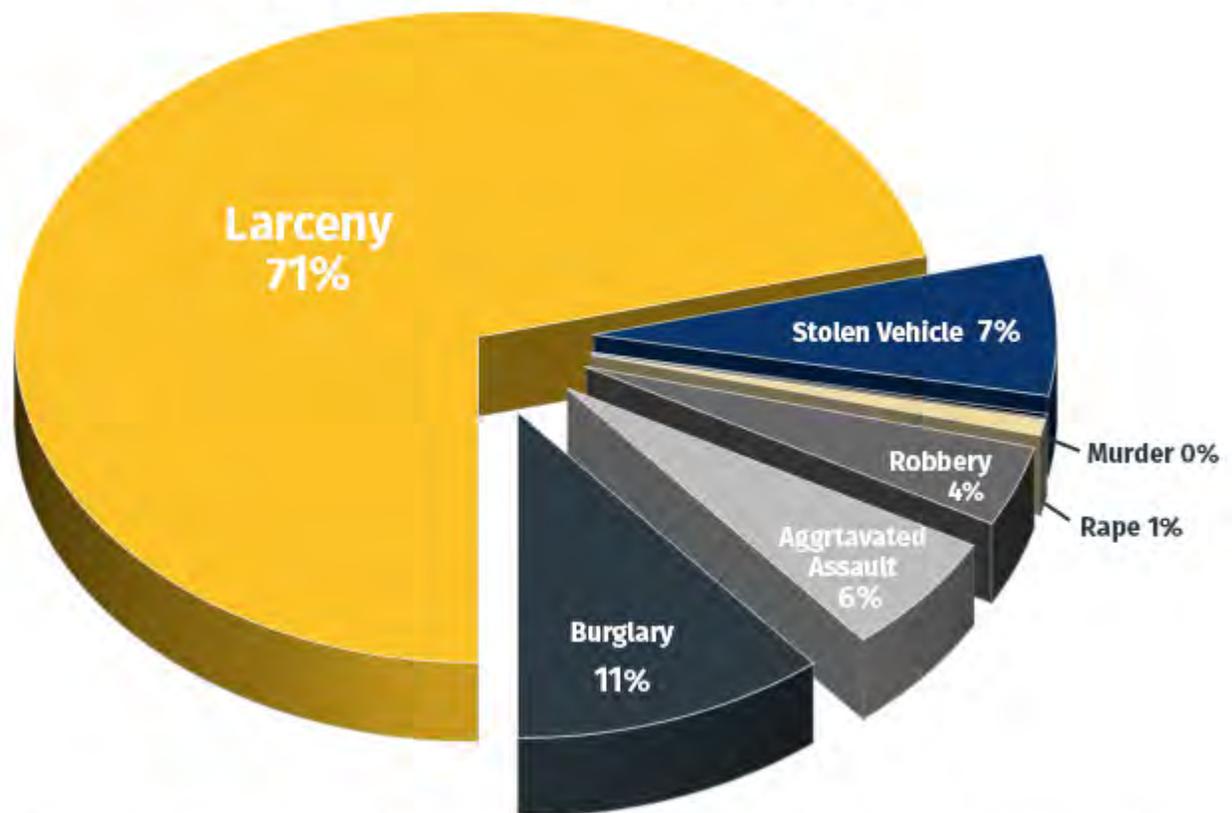
VIOLENT CRIMES	2017	2016
Murder	36	47
Rape	131	136
Rape	88	94
Forcible Sodomy	28	30
Object Sexual Penetration	15	12
Robbery	374	493
Business	102	102
Individual	272	391
Aggravated Assault	658	804
Aggravated Assault/Aggravated Assault LEO	351	414
Domestic	124	130
All Other Aggravated Assaults	183	260
TOTAL VIOLENT CRIMES	1199	1480
PROPERTY CRIME		
Burglary	1132	1263
Commercial	182	147
Non-residence	152	110
Residence	798	1006
Larceny	7415	8451
From/Parts From Auto	3719	4312
All Other Larcenies	3696	4139
Stolen Vehicle	713	810
TOTAL PROPERTY CRIMES	9260	10524
TOTAL CRIMES	10459	12004
Arson	8	21

*Statistics were compiled on 3-1-2018. The data supplied in this report is dynamic and may change as cases are reclassified, records expunged and/or corrections made.

Crime Statistics

January 1 - December 31, 2017	Reports	Arrests
Narcotics	1208	1111
Misdemeanor	834	750
Felony	374	361

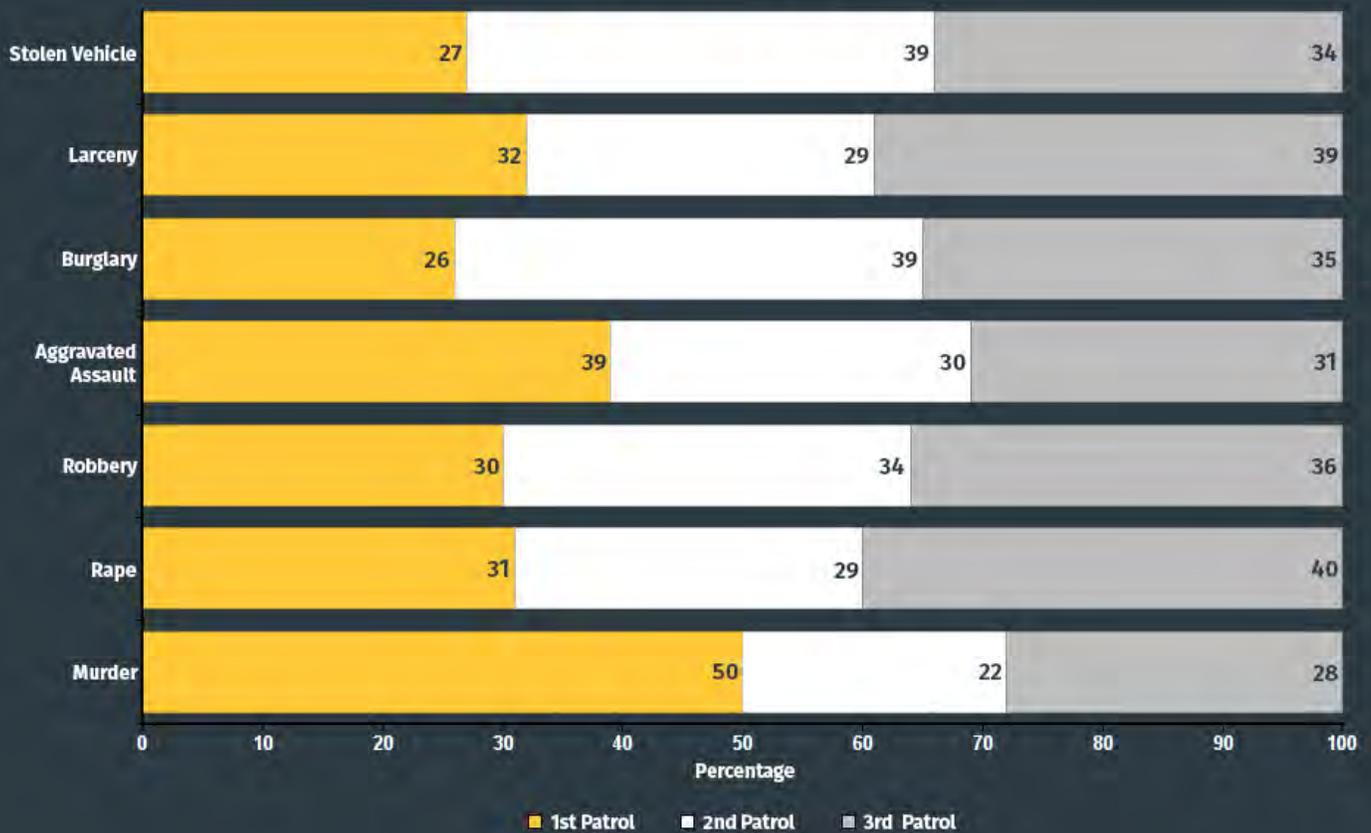
2017 Total Crime Distribution



*Note: Arson statistics are collected by the FBI as part of the URC; however, they are not included in the total crime count

Crime Statistics

2017 CRIME RATES BY PATROL DIVISION



NPD Roll Call

Honoring Our Fallen Heroes



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NORFOLK[®]
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