

RICHMOND POLICE DEPARTMENT



Mayor Dwight C. Jones

The PLAN

100 Days of Focus



Chief Alfred Durham

February 21, 2015

PEOPLE-ORIENTED POLICING INITIATIVE

Since being named Chief of Police on February 2, 2015, I have had the opportunity to engage a number of people throughout this wonderful city. My engagements have been with residents, business owners, faith leaders, youths and, of course, the staff of the finest department in the nation – the Richmond Police Department. I would like to take this opportunity to thank those who have welcomed and congratulated me in my new role. Your encouragement and, most importantly, your support is sincerely appreciated and will be greatly needed as I lead this fine law enforcement organization to the next level.

The mission of RPD is simple: We make Richmond a safer community through community policing and engagement. This approach affords us the opportunity to build trust among all segments of the community. This philosophy of engagement has paid off tremendously with a significant return on our investment. RPD has garnered trust within the community as evidenced in our citizen theme academies, business

partnerships and ever expanding youth activities developed by RPD.

Today, I am presenting my 100 Day Plan (hereafter referred to as “The Plan”). The Plan is my 100-day People-Oriented Policing Initiative that I am implementing to



identify the needs of the agency and the community as a whole. This is a problem-solving plan that is a continuation of our very successful Community Policing Model that has been in place in the City of Richmond since 2005. Implementation of The Plan begins February 21, 2015, and runs through May 31, 2015.

The Plan is our compass that will assist us in identifying the course for the Department and the

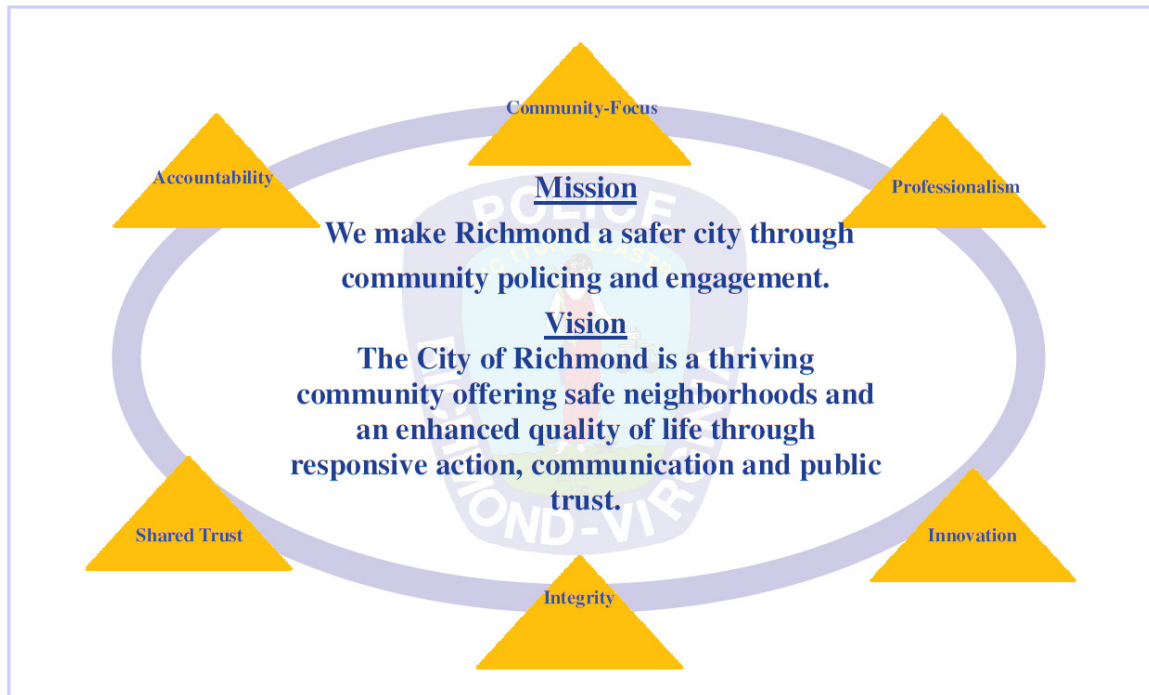
community. Once the course has been identified, RPD and the community will have something substantial and sustainable to show of our partnerships and efforts.

While there are several initiatives and other activities going on within every unit of the Department, I have created transition teams that are representative of personnel from within the Department as well as community stakeholders. The teams will offer assistance and make sound recommendations in laying the foundation for the Department’s future. The transition teams’ input will provide guidance to assist us in finding our path with a sincere focus on the needs of the community and tying together our core values: Community Focus, Shared Trust, Accountability, Professionalism, Innovation and Integrity. The recommendations of the transition team will allow me to develop a two-year strategic plan for the Department.

I am extremely excited and look forward to serving the community with a purpose in my new role as your Chief of Police.

RICHMOND POLICE DEPARTMENT

MISSION AND VISION STATEMENT



PERSPECTIVES/OBJECTIVES/STRATEGIC PLANNING

The City of Richmond utilizes the Balanced Scorecard strategic plan model. Balanced Scorecard not only provides measures for performance but, ultimately, it is a management tool that can facilitate the achievement of long-term strategic goals. The Richmond Police Department uses Balanced Scorecard to translate and affect our mission. As I take the helm, to prevent any disruption in service delivery, Transition Focus Teams have been created using the Department's Balanced Scorecard that features the following perspectives and objectives:

Our Department Balanced Scorecard has Four Perspectives.

Serve the Customer

- Objective: Improve Quality of Life
- Objective: Increase Safety and Security

Financial Resources

- Objective: Enhance Private Funding
- Objective: Invest in Infrastructure

Internal Business Process

- Objective: Improve Service Delivery
- Objective: Improve Interactive Communication
- Objective: Improve Operational Efficiencies

Employee Development and Growth

- Objective: Strengthen Retention and Recruitment
- Objective: Increase Knowledge, Skills and Ability

TRANSITION TEAM FOCUS

The primary focus will be in the following five categories:

Customer Care

Purpose: To promote customer service excellence as a means of measuring satisfaction or lack thereof, with each internal/external customer encounter. RPD staff recognition helps to ensure quality services are provided to the internal/external customers.



- Are we professional and courteous in our interactions?
- Are we responsive?
- How do our internal/external customers report dissatisfaction of their encounters?
- How do we improve our service delivery to the community?
- Do we possess the empirical data that suggests patterns, trends, and types of recurring complaints?
- How do we educate both officers and the community to improve our current level of service?
- Are there vulnerable populations that are currently adversely impacted by our operations in the community?

RPD Morale

Purpose: A key component to productivity and the delivery of professional police services. Law enforcement agencies perform better when staff morale is high. Maintaining an effective and efficient workplace with high levels of morale leads to increased productivity and works toward delivery of the best police services to the citizens in the communities that we serve.



- Is there a morale problem?
- Are we creating a healthy work environment?
- Do we allow employee input at all levels?
- Are we providing the adequate professional development training to our personnel?
- Do we address issues and concerns in a swift and consistent manner?
- Do we keep our personnel informed?

Safeguarding the Community

Purpose: Safeguarding the community is the number one priority for law enforcement. We must safeguard the community by providing the highest quality of police service with commitment, integrity and compassion in order to reduce crime and the fear of crime.



- Does each member of the department embrace community policing?
- Does every member of the department actively engage the community?
- Are we doing the very best we can to ease fears?
- Does every member of the department know at least one member of the community by name?
- How does the community feel about our community policing?

Youth Engagement

Purpose: The importance of youth engagement cannot be overlooked as they represent just one of many unique community subgroups. Extra steps must be taken to protect this group of valuable but vulnerable community members. We must continue to focus on current efforts and develop new prevention and intervention strategies to guide and direct youths with positive activities and specific goals toward a promising future.



- What are youth perceptions of their police department?
- Do we educate our entire staff on differences in youth thinking and behavior?
- Do we understand what the differences and challenges are between the police, citizens and youths?
- What do we need to do to engage in positive communications with youths?
- What external resources can assist us in having early, positive engagement and impactful action on the growth and development of youths?

Technology

Purpose: We must be innovative in crime-fighting and problem-solving efforts by embracing and integrating new technology, progressive business systems and partnerships which offer enhancements and advancements in combating criminal activity, conducting investigations and increasing efficiency. A technology-driven approach increases our effectiveness via social media and high-speed dissemination resulting in crime reduction and long-standing successful partnerships.



- What technologies are available for law enforcement use?
- What public/private partnerships can be formed to share Information?
- Are there grant and/or private business funding streams available?
- What information can be shared between law enforcement partners and the private sector?

PARTNERSHIPS

It will be a goal to provide a positive view of our city through a more effective use of resources: Internal and external as well as public and private. This will be critical for the successful implementation of The Plan.

Meetings will be held with the following agencies and organizations to develop implementation strategies for The Plan:

Federal Agencies	Law Enforcement Partners
Federal Bureau of Investigations (FBI)	U. S. Dept. of Justice (United States Attorney)
Alcohol, Tobacco, Firearms and Explosives (ATF)	Commonwealth’s Attorney
Drug Enforcement Administration (DEA)	Court Judges (including Youth Judges and Richmond City Drug Court)
United States Secret Service (USSS)	Neighborhood Assistance Officers - Richmond
United States Marshal Service (USMS)	VA Dept. of Corrections (Probation and Parole)
Richmond City Council	VA Dept. of Juvenile Justice (Probation and Parole)
First District — Jonathan T. Baliles (2-5-15)	Department of Criminal Justice Services (DCJS)
Second District — Charles R. Samuels	Henrico Police Department
Third District — Chris A. Hilbert (2-10-15)	Chesterfield Police Department
Fourth District — Kathy C. Graziano (2-13-15)	Hanover Sheriff’s Department
Fifth District — Parker C. Agelasto	Virginia Commonwealth University (VCU) Police Dept.(2-18-15)
Sixth District — Ellen F. Robertson	Virginia Union University Police (VUU) Department
Seventh District — Cynthia I. Newbille	University of Richmond Police Department
Eighth District — Reva M. Trammell	J. Sargeant Reynolds Community College Police Department
Ninth District — Michelle R. Mosby	Virginia State Police (VSP)
Council Community Meeting	Capitol Police
Faith Community	Richmond Government Agencies
RPD Faith Leaders Consortium	Office on Aging and Disabilities
Resident Advisory Council	City Attorney
Creighton Court	Economic and Community Development
Fairfield Court	Fire and Emergency Services
Gilpin Court (2-18-15)	Health District, Richmond
Hillside Court	Human Services
Mosby Court	Justice Services
Whitcomb Court	Office of Multicultural Affairs
Richmond Business Community	Parks and Recreation(2-13-15)
Chamber of Commerce	Public Works (2-5-15)
Lesbian, Gay, Bi-Sexual, Transgendered (LGBT) Community	Richmond Redevelopment and Housing Authority
Law Enforcement Partners	Richmond Public Schools
Richmond Ambulance Authority	Department of Social Services
Secretary of Public Safety — Virginia	Richmond Sheriff (2-9-15)
Chief Magistrate — City of Richmond	Richmond Behavioral Health Authority (RBHA)

PARTNERSHIPS

RICHMOND POLICE DEPARTMENT INTERNAL

Chats with The Chief

Civilian Staff

Monday, March 9, 2015 - 0830 hours

Police Training Academy

Monday, March 9, 2015 - 1500hours

Police Training Academy

Officers

Tuesday, March 10, 2015 - 0830 hours

Police Training Academy

Tuesday, March 10, 2015 - 1800 hours

Police Training Academy

Sergeants

Wednesday, March 11, 2015 - 0800 hours

Police Training Academy

Wednesday, March 11, 2015 - 1800 hours

Police Training Academy

Lieutenants

Thursday, March 12, 2015 - 1500 hours

Police Training Academy

Captains

Friday, March 13, 2015 - 1500 hours

Police Headquarters, FOCUS Room



POLICE VISIBILITY

Police Vehicles

Effective today, Operation “Blue Light Special” commences. A select number of marked police vehicles will display two solid blue LED lights illuminating on the front and the rear of the light bar that is positioned on the top of the police vehicle. The recently acquired vehicles in RPD’s fleet will have the lights on display immediately. The light bars on older vehicles in the fleet will be phased in. The display of permanent lights on police vehicles will ensure that all citizens and visitors of the city see a police presence that has already been in place. A public information message will notify motor vehicle operators of this change in departmental practice and inform them that they will not have to pull over and stop when they see a police vehicle with two solid blue lights behind them.



Foot-Beats

One of the most common concerns voiced by citizens in the community is the lack of a police presence in their neighborhoods. Most citizens like frequent close contact with the police and feel a sense of security when officers are visible in their neighborhood. Police visibility plays a pivotal role in maintaining order and peace in the community. Simply put, the presence of a policeman in a specific neighborhood deters and oftentimes reduce crime. The tactic of deploying foot patrols increase police visibility in neighborhoods, enhances citizens feeling of feeling safe and it bridges the gaps between citizens and police. Foot patrols are used to strengthen police effectiveness and encourage cooperative efforts to make a safer community. Additionally, foot patrols provides for more interaction between police and community members.



Beginning today, the RPD will utilize visibility patrol tactics by dedicating and deploying two officers from each police precinct to walk foot beats in specific neighborhoods. Officers will also work with other governmental agencies to address blight and public nuisance concerns.

These officers will be tasked with:

- Gaining intimate knowledge of their assigned area;
- Getting to know the residents of their assigned community;
- Engaging youth;
- Identifying those persons involved in criminal activity;
- Addressing the concerns of the community;
- Attending community meetings;
- Conducting business checks; and,
- Responding to calls for service within their area.

Assigned Foot-Beat Locations

- Sector 111. **Churchill.** 23rd St. to 29th St/Franklin St. to East Marshall St.
- Sector 112. **Shockoe Slip.** 10th St. to 14th St./E. Main St. to E. Canal St.
- Sector 211. **Southside Plaza.** 4100 Block of Hull Street.
- Sector 212. **Southwood Residential Neighborhood.** 4600 Block of Southwood Parkway
- Sector 311. **Three Chopt.** Libby Ave. & Grove Ave to Three Chopt/Libby Ave. at Grove Ave. to Patterson Ave.
- Sector 313. **The Fan.** Harrison St (W. Main St. to W. Broad St.
- Sectors 411 and 412. **Brookland Park-Chamberlayne Ave.** to Barton Ave (east) and Lancaster Rd (north).
- Sector 413. **Jackson Ward-Broad St.** Belvidere St. (west) to 7th St. (east). Broad St. (south) to Leigh St. (north).

POLICE ENGAGEMENT



Officer Wellness and Biggest Loser Competition

The police profession is a job with psychological stress, danger, rotating shifts, family disruption, and health concerns such as diabetes and heart disease. Additionally, there are sometimes challenges to eating healthy meals while on the job. Long hours of shift work and sitting in a car for an extended period of time are all potential barriers to healthy eating. Therefore, I will implement a wellness program that will focus on our officers staying healthy. In March, we will host a “Biggest Loser “ contest. There will be a kick-off event with representatives from the health field, health clubs, dieticians and fitness experts. All RPD employees will be encouraged to participate. It will be an individual and team contest with a primary focus on staying healthy. The competition will last for 90 for days. It is my vision to provide healthy officers for the City of Richmond.



Adopt a School

RPD will partner with Richmond Public Schools to begin a partnership of youth engagement. As part of my youth engagement focus, precinct commanders will be responsible for adopting elementary schools in their areas of responsibility. During the school year, members of the Department will interact with children one day per week. These interactions will include reading to classes, show-and-tell, anti-bullying messages, safety discussions and mentoring sessions.



Police Precinct Town Hall Meetings

Community Policing promotes engagement that builds and enhances relationships between community members and their police. It is crucial for RPD to continue the course of empowering citizens and to afford them a forum to air their grievances in order to provide meaningful dialogue on what they expect from their police department. Community Policing aids RPD in providing the citizens of Richmond with the delivery of efficient and professional police services that they deserve.

During the month of March, I will hold four Precinct Town Hall meetings. The purpose of the meetings will be to introduce myself and to provide my vision for the department and to receive information from those in attendance. I need to know what the community expectations are of me and the Department. These meetings also will be an opportunity for me to share my expectations of the community as we work together in building a safer Richmond.



Richmond will host the UCI Road World Championships in September 2015.

RICHMOND POLICE DEPARTMENT

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