

Candidate: 1
City of Norfolk Police Chief Recruitment Questions

QUESTION 1

Norfolk Police Department is committed to a partnership with the Center for Policing Equity and is using data driven intervention strategies and redesigning public safety systems to foster improved relations between the Department and the various constituencies within Norfolk. If you have worked with the Center in your career or have experience in implementing these strategies, provide a brief summary of the program, your role in the effort, and your evaluation of the outcome. If you have your own ideas for practical improvements in developing such efforts, set them out in your response.

ANSWER 1

I have not worked with the Center for Policing Equity but I have been using data driven information as part of my crime fighting strategies for a number of years.

In taking over as the police chief of [REDACTED], [REDACTED], one of my first issues was getting control of violent crime within the city. After meeting with city officials, concerned citizens, state & local law enforcement and members of the court system it was we were all onboard to tackle this issue.

In meeting with the DA's Office and State and Federal Law Enforcement comprehensive strategy was formed. It was imperative that we worked closely with citizens and other community groups. It was a difficult task in the beginning due to lack of faith in the police department due to past bad police behavior within the community. However, I was able to get past that distrust being not from that area and being openly honest about what was needed from the community.

One of the things that we did was to identify the constant players and groups involved with the ongoing violence in the community and what factors surrounded that violence. We quickly learned from multiple present and past incident reports that a certain number of individuals were constantly suspects and or accomplices in most violent crimes within the city area. Further information linked those suspects to a particular city run by a resident within the city. Much of the street information came through concerned citizens that wanted to clean up their city. We never asked any of these citizens to appear in court or have them listed on any type of warrant.

Recognizing the dangers of local citizens getting involved with a dangerous violent [REDACTED] gang was out of the question in our formula to bring them down. In working with the US Marshalls, they brought in individuals that did [REDACTED] interactions with the gang. All actions were recorded through video and/or audio. Another part of this operation was to make sure that shooting suspects bonds were greatly increased [REDACTED] to as much 1 million dollars. As the community quickly realized that the suspects could no longer just get out of jail within 24 hours, they were more encouraged to provide needed information.

In [REDACTED], the [REDACTED] Police Department's Drug Unit completed the multi-agency Drug/Violent criminal enterprise investigation. The event targeted drug operations and the suspects involved in violent crimes within the community. The criminal round up involved over 120 federal, state and local law enforcement personnel. The operation resulted in numerous arrests for state and federal charges. The operation was one of the largest of its kind in [REDACTED]. For the years of [REDACTED] and [REDACTED], [REDACTED] had a 31% drop in overall crime. Most of the information used to identify many of the suspects was gleaned from criminal incident reports and concerned citizens.

Candidate: 1
City of Norfolk Police Chief Recruitment Questions

Without community involvement and the trust of the citizens there could be no successful operation. The operation not only helped rid the community of bad violent actors but it also acted as a vehicle for the police department to regain the confidence of the community. Because prior to my arrival the police department was in a freefall and hated by the community for past and recent abuses.

Note: A similar operation was successfully completed in [REDACTED].

QUESTION 2

The Community Based Violence Intervention and Prevention Initiative (CVIPI) seeks to prevent and reduce violent crime in communities by supporting comprehensive, evidence-based violence Intervention and prevention programs based on partnerships among community residents, local government agencies, victim service providers, community-based organizations, law enforcement, hospitals, researchers, and other community stakeholders. City leaders are interested in your experience in working with this initiative or initiatives with similar expectations or outcomes, specifically including your experience in urban communities if applicable. Please include your evaluation of the success of those programs and your ideas regarding improving them.

ANSWER 2

I have not worked with The Community Based Violence Intervention and Prevention Initiative (CVIPI) but over the years I have worked with numerous community agencies to prevent and reduce violent crimes in the community. I recognized early on that violent crime can have numerous contributing factors such as substance abuse, mental health, physical health, economics, the inability to re-integrate back into society and a host of other factors. The following are groups that I was part of and partnered with to help not only help reduce violent crime but also help heal communities:

[REDACTED] Mental Health [REDACTED], which is now [REDACTED] Health [REDACTED] [REDACTED] where I served as the board [REDACTED]. I am the Chairperson for the [REDACTED] Committee and I also sit on the [REDACTED], [REDACTED] manages and provides integrated mental health and Substance abuse treatment for the [REDACTED]. [REDACTED] operates with a budget of approximately \$ [REDACTED],000,000. While working with [REDACTED] I had my officers trained in (CIT) Critical Incident Training as it pertained to dealing with the mentally ill and substance abuse. It is well known that over 50% of individuals housed in our jails suffer from mental illness and substance abuse addition if not both. We recognize that these issues in numerous situations are contributing factors in violent crime behavior. Our department even started a [REDACTED] program partnership with [REDACTED] to assist our agency with psychiatric emergencies within the city of [REDACTED]. The program allows [REDACTED] Police to contact the [REDACTED] [REDACTED] hotline when officers respond to those types of calls. A Mobile Crisis Team (MCT) of [REDACTED] can be dispatched to access the situation. The MCT then could triage the needs of the patient who are experiencing a "behavioral health crisis" and make appropriate assessment. This program is geared to solving the person's issues through treatment instead of incarceration. After starting the program we saw a reduction in calls for service to certain addresses by up to 30%.

Candidate: 1

City of Norfolk Police Chief Recruitment Questions

[REDACTED], I am a board member for the organization [REDACTED]. [REDACTED] is a long-term program setup in several [REDACTED] prisons that engage in a long-term training program. This program, which consists of mediation and conflict resolution, is taught to inmates. Participants in the program become trainers to the other inmates. This program helps prepare inmates for the day they are released. The skills that they learn greatly help them readjust to outside life. Through [REDACTED] released inmates are welcomed back into society, given [REDACTED], temporary housing and additional training and support. The prisons that offer [REDACTED] see significant drops in violent incidents among inmates. It is highly important to re-integrate our brothers and sisters returning back to society from incarceration. We want to make sure that they are given the best possible chance to succeed and not be drawn back to a life of crime.

A few other areas programs and partnerships I was involved were:

The [REDACTED], I am a [REDACTED] for The [REDACTED] which focuses on the intersections of criminal justice transformation and poverty. I lent my voice, profession and experiences to bring awareness to this issue. Poverty plays a role in many elements of crime and must not be overlooked.

Policing [REDACTED]: [REDACTED] a [REDACTED] series [REDACTED] that will focus on Police Transformation, Criminal Justice Reform and Poverty,

Member, [REDACTED] Council, I am an appointed council member by the Governor [REDACTED]. The work of the [REDACTED] Council was very important. It tackled the issue of sentencing and how fines were distributed which resulted in changes made to the fine structure [REDACTED]. Most people do not have any idea how burdensome fines can be especially if you are just being released from prison without a job or a very low paying job.

QUESTION 3

The Norfolk Police Department is building its future upon the following 5 Guiding Principles: Officer Wellness, being Operationally Sound, creating a Learning Organization, understanding the Strength in Diversity, and building Principle Centered Leadership. As a professional and public servant, how do you identify with these principles and how as the Chief would you continue to emphasize them in the Department?

ANSWER 3

I support those principles

Officer Wellness covers several areas. These areas are the beginnings of the decision-making process of officers which will influence their career and how they relate to the public. Influences such as:

Physical Health are fit or over weight, this can have an affect on how they deal with suspects and physical confrontation. A physically fit, maybe more inclined to trust their physical attributes and not resort to a baton to bring a suspect under control. While someone overweight may not make any attempt to engage in a foot pursuit per say.

Operationally Sound, it is extremely important for the organization to be operationally sound. The organization must function to have any chance of success. Everyone must understand the mission and

Candidate: 1.

City of Norfolk Police Chief Recruitment Questions

the means to accomplish the mission. You must have the right people in the right places to move an organization forward and be successful. This success also means working with other city agencies to solve problems, to include the city government. It is imperative that the chief executive have the means to put the right people in places to move the organization forward and sometimes to reach Operational Sound there may be a need to bring in outside talent for different areas to achieve the set goals.

Creating a Learning Organization, having an organization that is open to new ideas and forward thinking is a must for a progressive agency. You want to make sure that people inside the organization clearly understand that they are expected to be forward thinkers. They are to be problem solvers not whiners with no solutions. These are the attributes that your recruiters should be looking for in applicants.

Understanding Strength in Diversity, this is truly important for an organization to understand. For the community to effectively embrace the police department they must feel like they have a stake in the department. When they see officers that look like them, there is more of a comfort level where information can flow much more freely. Officers that look like the community usually relate better to the community. They have a better understanding of why people in the community have a fear about identifying violent criminals that operate and live within the community. Not only is it important to see officers that look like the community, there must be supervisors and top police executives also that look like the community.

Building Principle Centered Leadership is important as well. Leadership in the organization must have moral base. They must be seen as being trustworthy by the community. They do not have to be perfect, but the community must trust that they will handle issues and be transparent about it. It must be a top-down approach and those found not to be working up to this standard must go. City government must have in place mechanisms to move out those that are not fully honest and trustworthy. If you as a person cannot be trusted or believed internally then how do, we ask the public to trust that person.

As chief I would continue to embrace the ideas and work closely with the community and city government to enhance the areas.

QUESTION 4

Recruitment, selection, and retention of competent and successful law enforcement officers is critical for a community to thrive and for citizens to feel safe in their City. Further, an inclusive and diverse police department that reflects the community leads to increased trust, cooperation, and transparency. As a candidate for Norfolk Police Chief, what experience would you bring in successful recruitment, selection, and retention of police officers and what ideas would you have to build on that experience to create a successful program in Norfolk since City leaders are very interested in creative initiatives to attract qualified candidates and ensure their longevity in the Department.

ANSWER 4

During tenure at the [REDACTED] Police Department I served at the Training & Recruiting [REDACTED]. My staff and I were given a task to increase minority recruits to the organization. During our first year were able to increase the number by 5% percent. However, there was interruption to my assignment due to [REDACTED] events. During my time managing recruiting we embarked on the following:

Candidate: 1

City of Norfolk Police Chief Recruitment Questions

Recruiting at Historically Black Colleges and Universities in different states

Recruiting at women colleges/universities in different states

Recruiting and different military exit programs

Recruiting at high schools

Community recruiting (reaching out to the community for applicants)

Attending recruiting fairs

I had individual officers recruiting

My sergeant and I personally recruited

Holding recruiting fairs

TV and radio recruiting interviews

Recruiting from the auxiliary police ranks

These are recruiting options that I utilized in [REDACTED].

As police chief I personally lead the charge in recruiting [REDACTED]. I utilized the changing of the guard as a means to get individuals interested into joining those organizations. I represented change and a different look and vibe that some new recruits looked for in policing. As I interview some of the new recruits most let me know that they had googled and researched me. They advised that they were looking for a change agent and agency.

In the city of [REDACTED], I partnered with local faith-based organizations and businesses to establish [REDACTED] that allowed the organizations to send mostly minority officers to the police academy. The officers signed agreements to stay at the organization a certain number of years [REDACTED]. Through this effort I was able to increase the number of black officers within the organization.

In the city of [REDACTED], I worked with the city government to change the promotion policy and introduced numerous paid stipends within the police department. These stipends paid extra [REDACTED] a year for the following:

K-9 Officer

Motor Officer

Detective

Crime Scene

Bike Officer

Community Officer

School Liaison Officer

Candidate: 1

City of Norfolk Police Chief Recruitment Questions

I also changed the policy where you could test to be a sergeant and/or detective at 2 years on the department. This was attractive to young people because they wanted to go up the ladder and have an opportunity to be involved with different assignments within the police department. Plus the extra assignment pay increased their salary. We put all these changes in our recruiting brochure, and it was effective.

As the chief I will take hard review of the present recruiting and retention program of the organization. One program I would definitely take a look at is where I read that a police department is holding a police academy at a local HBCU. I love this idea. This is great opportunity to make law enforcement part of a college/university curriculum and enroll candidates just as the military.



Candidate 2
City of Norfolk Police Chief Recruitment Questions

QUESTION 1

Norfolk Police Department is committed to a partnership with the Center for Policing Equity and is using data driven intervention strategies and redesigning public safety systems to foster improved relations between the Department and the various constituencies within Norfolk. If you have worked with the Center in your career or have experience in implementing these strategies, provide a brief summary of the program, your role in the effort, and your evaluation of the outcome. If you have your own ideas for practical improvements in developing such efforts, set them out in your response.

ANSWER 1

██████████'s experience with the Center for Policing Equity (Center) began just prior to the announcement of the partnership between the Center and ██████ Police Department ██████ in ██████. ██████ was the ██████ and assisted in framing the press release for the partnership. ██████ made the decision to partner with the Center after the release of ██████. The data produced questions from the community about the disparities within the black and brown communities with police interactions. The Center agreed to research and analyze departmental data, provide comprehensive reports, and recommendations of best practices as it relates to the use of force. The intervention strategies are geared to the eradication of bias in policing within the city.

The Center is a national non-profit organization with a team of research scientist, community trainers, data experts, and equity specialists that gather data to from law enforcement agencies to develop fair and just systems. The Center tracks national statistics to identify the sections of racial disparities that form from police officer behaviors such as stops and use of force. The data is stored in the National Justice Database which is the nation's first database.

The letter of commitment was signed for the COMPSTAT for Justice (C4J) pilot site on ██████. ██████ understanding is of the C4J program is that it provides a more comprehensive dive into disparities identified in the Justice Navigator Assessment. The Center uses empirical data to identification and assistance with the reduction of racial disparities during police interactions and promoting meaningful change within the public safety realm. Specifically in ██████, the C4J program is designed to assist ██████ with identifying vulnerabilities within the department, lower biases and generate lasting change. The C4J program seeks to understand the systems and situations where people invest their time are better predictors of individual behaviors and attitudes. The approach to eradicate racial disparities includes identifying and removing the systems and situations that influence those behaviors. The C4J program is designed to aid ██████, the community, and local government in the creation of healthy, safe, and more just public safety systems. There are three phases of the program, needs assessment, convene on-site action team, implementing a strategic plan.

In ██████, ██████ was introduced to the Center's team as ██████ attended meetings to better understand the partnership and the department's role in the initiative. ██████ has been intensely involved in the process and has served as a point of contact for the team's implementation specialist. ██████ has provided guidance, assistance, and information to assist with the needs assessment including advocating for the program, scheduling information sessions for officers, attending roll calls during site visits to gain buy in from the departmental employees, providing contact information and connecting the Center to community members. ██████

Candidate 2
City of Norfolk Police Chief Recruitment Questions

disparities include elements of the poor officer wellness practices. Sleep deprivation, shift work, abundance of overtime, and short staffing have an impact on the behaviors that influence decisions. Officer wellness must be at the top of the department's priorities. This falls in line with the adage that says, "You can't take care of others if you don't take care of yourself".

Diversity, equity, and inclusion are principles that must be incorporated within the practice on the police department. The [REDACTED] aligns under the umbrella of the [REDACTED]. The city is committed to being a diverse, equitable, and inclusive city which includes the police department. Visual reminders should be placed in police buildings to reinforce the message along with ongoing training in the areas of diversity, equity, including, implicit biases and connection before content.

References

Van Craen, M., & Skogan, W. G. (2017). Achieving fairness in policing: The link between internal and external procedural justice. *Police Quarterly*, 20(1), 3-23. <https://doi.org/10.1177/1098611116657818>

QUESTION 2

The Community Based Violence Intervention and Prevention Initiative (CVIPI) seeks to prevent and reduce violent crime in communities by supporting comprehensive, evidence-based violence intervention and prevention programs based on partnerships among community residents, local government agencies, victim service providers, community-based organizations, law enforcement, hospitals, researchers, and other community stakeholders. City leaders are interested in your experience in working with this initiative or initiatives with similar expectations or outcomes, specifically including your experience in urban communities if applicable. Please include your evaluation of the success of those programs and your ideas regarding improving them.

ANSWER 2

[REDACTED] has a wealth of personal and professional experience working within the urban community setting. As a resident of [REDACTED], [REDACTED] understands the culture and environment in an urban city and the necessity for intervention and violence prevention programs. [REDACTED] is a firm supporter of Community Based Violence Intervention and Prevention Initiative (CVIPI) that reduce violent crime through comprehensive evidence-based violence intervention and prevention programs that uses partnerships with outside organizations and community members. This practice resonates with a famous quote from Sir Robert Peel, "The Police are the Public; the Public are the Police."

In [REDACTED], [REDACTED] met with members of [REDACTED] to discuss the HVIP (Hospital Based Violence Intervention Program). The program is a conservative effort to address violence with medical staff and community-based partners that provide services, planning and trauma informed care to victims. The medical staff received a [REDACTED] grant and requested police participation with the [REDACTED]. [REDACTED] was present in the planning and preparation meetings. With the onset of Covid-19, police involvement in the program was limited to the [REDACTED]. The data provided by [REDACTED] highlights the connection of violence with members of impoverished communities and the need for programs with resources to impact the root

Candidate 2
City of Norfolk Police Chief Recruitment Questions

causes of violence, so there can be a reduction in violent crime. There must be an emphasis on fulfilling basic needs to eliminate disparities within housing, education, and employment.

As a [REDACTED] assigned to the [REDACTED], [REDACTED] was the liaison for the police department on the Drug Court Program [REDACTED]. [REDACTED] responsibilities included weekly curfew checks on participants, and [REDACTED] was the eyes and ears in the streets. [REDACTED] attended weekly meetings with the drug court team which included court personnel, probation and parole, substance abuse providers and case managers. [REDACTED]'s interactions with the participants who were recovering drug addicts was respectful, courteous, supportive, and compassionate. [REDACTED] provided genuine encouragement that was appreciated and expressed during graduation ceremonies by the participants. The relationships developed in the drug court program extended to the community. Participants were not afraid or uneasy with speaking with [REDACTED] within the community. [REDACTED] continues to encourage the past participants during [REDACTED] travels with words of encouragement or just a listening ear.

The [REDACTED] Drug Court Program was [REDACTED]. In the first [REDACTED] years, [REDACTED] graduated [REDACTED] participants from the program. The program forced prosecutors and defense attorneys to become collaborators to assist with eradicating the defendant's addiction utilizing a sanctioning system in lieu of incarceration. The program offers financial savings when compared to the cost of imprisonment. The Office of Justice Programs conducted a research study of recidivism rates for drug court participants and found that approximately 16.4 % of graduates are rearrested within one year of completing the drug court program [REDACTED]. At two years, 27.5% of graduates are rearrested after graduating the program. The results indicate nearly 75% of recidivism is achieved at the two-year mark.

[REDACTED] attended the planning meeting for the [REDACTED] that was held on [REDACTED], at the [REDACTED]. This initiative was a collaborative effort between the United States Attorney's Office, [REDACTED], [REDACTED] Police Department, [REDACTED] Sheriff's Office, [REDACTED] Probation and Parole, [REDACTED] Department of Juvenile Justice., Federal Bureau of Investigations, Drug Enforcement Agency, Alcohol, Tobacco, and Firearms, local community leaders, clergy members, and service providers. The initiative identified [REDACTED] of the individuals involved in violent crime and associated with a group involved in violent criminal activity. A letter was drafted and sent to the individuals advising of law enforcement's knowledge of involvement in criminal activity and the opportunity to attend [REDACTED] meeting where employment opportunities, job and skill training, mental health and substance abuse treatment, counseling, housing, and other resources would be offered to effect change and stop the violent activity.

The local community members reached out to the invited individuals to encourage attendance and provide support by also attending the meeting. Although the turnout was minimal, there were individuals in attendance that met with the clergy and service providers. There was little involvement from the police department other than attending the meeting. [REDACTED] improvement to this program would be to incorporate a support system of law enforcement personnel [REDACTED]. The Chief would partner with Sheriff [REDACTED] and speak with inmates during the reentry phase of release from incarceration. The Chief can provide support and encouragement to offenders to promote change and offer inspiration to achieve successful outcomes in lieu of reincarceration.

Candidate 2
City of Norfolk Police Chief Recruitment Questions

[REDACTED] attended a meeting with [REDACTED] to discuss [REDACTED]. The program works on the premise that the public safety does not exist without public involvement. [REDACTED]
[REDACTED]
[REDACTED] creates employment opportunities for community members. The [REDACTED] program [REDACTED] increase safety and to identify individuals with hardship needs for connection to resources [REDACTED]. The [REDACTED] to develop, train, and implement the [REDACTED] program in [REDACTED].

As the Chief of Police, [REDACTED] would be completely dedicated and committed to this program [REDACTED]
[REDACTED]
[REDACTED] understands the culture within the communities of opportunity and the benefits of positioning credible community members to assist with resolving conflict but more importantly providing resources for families. [REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] believes the success of a community intervention and prevention initiative is based on collaboration between partners, effective and timely communication, assessment and follow up. While working in impoverished neighborhoods in [REDACTED], [REDACTED]'s priority centered around building trust with the members of the community. [REDACTED] achieved [REDACTED] goal by being consistent, present, understanding, and available. [REDACTED] met the community members where they were and never judged for past mistakes or criminal activity. [REDACTED] respected all [REDACTED] encountered and modeled respectful behavior in the presence of other officers. In return, [REDACTED] built strong lasting relationships with community members and increased the community efficacy. Community members continual provide valuable information that impacts criminal activity, provide suggestions for improvement by law enforcement and show appreciation for law enforcement officers.

Law enforcement agencies must have a thorough understanding of the history of law enforcement and communities with little of no trust of the police. As the Chief of Police, [REDACTED] would acknowledge the history of law enforcement, incorporate opportunities for discussion with the community, ensure community engagement and relationship building are priorities for the department,

Candidate 2
City of Norfolk Police Chief Recruitment Questions

make transparency a priority not only with the departmental members but with government officials and the community members.

██████████ has outlined how █████ identifies with each guiding principle and how █████ intends to amplify each principle as the Chief of Police.

Officer Wellness

As a member of the █████ staff, █████ attended a seven-day wellness retreat (Warrior Pathh) at █████. The training consisted of wellness practices geared towards law enforcement. Policing is a stressful job and officers experience trauma and struggles and those stressors can negatively impact officers. █████ has encountered stressful situations during █████ career such as █████ and █████. Through experience and understanding, █████ knows first-hand the effect officer wellness has on health, relationships, performance, quality of life, and the importance of coping strategies to mitigate stress. █████ assists officers with coping strategies through the peer support program. █████ received █████ certification with CISM (Crisis Intervention Stress Management) while assigned to the █████. For █████ personal wellness, █████ is currently enrolled at █████.

As the Chief of Police, █████ would █████ make officer wellness a priority by ensuring officers are afforded opportunities for training in the field of human behavior, conflict resolution and communication for use in their personal and professional lives. █████ would incorporate the recommendations from the Center of Policing Equity on reducing workloads and utilizing researched data to identify best practices for overtime, provide training on healthy eating and meal preparations, and examine actual scheduling of officer personal leave for downtime and vacations. █████ is gathering information on the program Struggle Well that is geared to law enforcement wellness that can be shared with the officers.

Operationally Sound

██████████ adjoins with the Operationally Sound principle with █████ philosophy of incorporating a sound strategy with operational excellence that will birth leading performance in the law enforcement industry. █████ prides █████ on being an exceptional member of the department through █████ achievements and accomplishments in reducing criminal activity, fostering positive relationships with the community, and demonstrating core values of integrity, accountability, citizenship, compassion, positive attitude, dependable and hard work. As it relates to the departmental equipment and technology, █████ continues to discover innovative and creative ways to use technology to supplement the manpower shortages. In █████, █████ contacted █████ to inquire about Flock cameras. █████ set up a virtual meeting with █████ precinct captains to evaluate the cameras with the intention of presenting the technology to the executive staff for implementation in the █████. █████ also shared the technology with █████ to assist with the violent crime within their properties. █████ currently has access to █████ Flock cameras around █████ properties that have assisted in the apprehension of violent individuals. █████ is in the process of procuring Flock cameras throughout the city.

Candidate 2
City of Norfolk Police Chief Recruitment Questions

As the Chief of Police, [REDACTED] would motivate departmental members to be innovative and creative with seeking technology and equipment that can assist with reduction of crime, efficient processing of data and information, and enhancing communication with outside agencies and community members. [REDACTED] is involved with [REDACTED] the real time crime center [REDACTED] is currently in [REDACTED] program, and [REDACTED] understands the benefits of incorporating evidence-based practices for decision making and policy implications. [REDACTED] would civilianize certain divisions within the department such as FOIA and the Office of Professional Standards.

Creating a Learning Environment

Life is centered on learning. Education is important but it is only a component of learning. People learn through encounters in time, place, and person. The behaviorist learning theory focuses on individual interactions within the environment. Behavior is developed over time through the process of conditioning. [REDACTED] identifies with the principle by providing opportunities for growth through accountability and learning. As a field training instructor with responsibilities of transitioning officers from the academy to patrol, [REDACTED] created near miss situations for probationary officers to enhance the knowledge. [REDACTED] provided a safe and secure environment that was conducive to constructive criticism and feedback to promote effective communication and learning.

As the Chief of Police, [REDACTED] would foster an environment of learning for officers. [REDACTED] would incorporate an "Admit It and Move On" option in the Office of Professional Standards for command handled complaints. The officer will have an opportunity to learn from their mistakes and receive discipline, training, or corrective action up to a letter of reprimand (Broward County Sheriffs Office Policy Manual, 2020). [REDACTED] would seek input from the departmental members on suggestions on where to incorporate opportunities for a learning environment. [REDACTED] would mandate regular review of body worn camera footage by departmental subject matter experts for review to enhance learning opportunities. The NPD [REDACTED] team would be the initial starting point for determining the format, as [REDACTED] recognizes the value in affording all team members an opportunity to provide innovative solutions and suggestions.

Strength in Diversity

The United States has often been referred to as the "Melting Pot" for the many cultural difference that exist within the country making it a stronger nation. [REDACTED] grew up [REDACTED] and encountered people from different cultures and backgrounds. The relationships developed has shaped [REDACTED] into the [REDACTED] is today. A [REDACTED] who accepts and respects people who are different and finds the value in diverse perspectives in decision making processes and policy formulation. [REDACTED] is cognizant of ensuring diverse departmental members are included and afforded a seat at the table. [REDACTED] incorporates the principles of equity and inclusion into leadership practices. [REDACTED] treats all people [REDACTED] encounters with dignity and respect and reveres the experiences of [REDACTED] peers. [REDACTED] has experienced the benefits of diversity in thought as it provides more creative solutions and displays strength in diversity. [REDACTED] has been meeting with the [REDACTED] Diversity Equity & Inclusion (DEI) Officer to address concerns impacting diversity and morale. [REDACTED] initiated a DEI presentation for the command staff to provide education and introduce the [REDACTED] Officer to the department leadership team.

Candidate 2

City of Norfolk Police Chief Recruitment Questions

As Chief of Police, [REDACTED] would emphasize this guiding principle by reviewing and evaluating departmental practices to ensure equity and inclusion. [REDACTED] would incorporate ongoing training for the department with DEI office and put the practices into place to foster an environment of inclusion and fair and equitable treatment. [REDACTED] would dedicate resources to recruitment of minorities to include women and African Americans and identify the barriers to success for the demographics that are not adequately represented in the department. [REDACTED] would seek to incorporate programs such as 30X30 initiative to increase the percentage of female officers nationally to 30%. The benefit of women law enforcement officers include women are less prone to use excessive force, are named in less lawsuits and complaints, seek better outcomes for victims of sex crimes, and have a reduction in discretionary arrest of minorities (<https://30x30initiative.org/>).

Principle Centered Leadership

Principle centered leadership identifies with servant leadership. [REDACTED] is deeply rooted in faith that is ingrained in the concept of channeling a natural feeling of being a servant and serving others before self. [REDACTED] is the definition of servant leadership by placing others well-being as a primary interest and listening to understand the needs of others. [REDACTED] holds officers accountable for their actions but will take the time to ensure their mental well-being is being addressed. [REDACTED] seeks to identify the root causes to rectify performance issues and concerns. [REDACTED] encourages leadership training at all ranks and meets with officers to discuss career development and opportunities for improvement.

As Chief of Police, [REDACTED] will promote, support, and encourage leadership training and development. [REDACTED] was recently appointed to the Advisory Committee for [REDACTED] Leadership Certificate Program. [REDACTED] membership will afford female officers under [REDACTED] recommendation an 80% discount to attend the prestigious training. [REDACTED] will ensure opportunities are present for all ranks to learn and incorporate servant leadership principles and integrate the principles into the promotional process. But most importantly as the Chief and the head of the organization, [REDACTED] will model the characteristics of principle centered leadership so that it will be obvious to all who encounter Norfolk Police Department personnel the commitment to servant leadership. The implementation of principle centered leadership will occur from the top-down approach with the executive team receiving the same training as the police recruits.

Candidate 2
City of Norfolk Police Chief Recruitment Questions

QUESTION 4

Recruitment, selection, and retention of competent and successful law enforcement officers is critical for a community to thrive and for citizens to feel safe in their city. Further, an inclusive and diverse police department that reflects the community leads to increased trust, cooperation, and transparency. As a candidate for Norfolk Police Chief, what experience would you bring in successful recruitment, selection, and retention of police officers and what ideas would you have to build on that experience to create a successful program in Norfolk since City leaders are very interested in creative initiatives to attract qualified candidates and ensure their longevity in the Department.

ANSWER #4

The Norfolk Police Department (NPD) has experienced a massive reduction in manpower making recruitment, selection, and retention more critical for the safety and protection of the citizens in Norfolk. Law enforcement can increase trust, cooperation, transparency with a police department that is reflective of the community and exhibits principles of inclusivity and diversity. NPD currently employs 505 officers whose demographics do not reflect the community. NPD has approximately 67.8% of its sworn officers are Caucasian, 19.7% African American, 7.0% Hispanic, 3.9% Asian and 1% other. The demographics of the City of Norfolk according to the United States Census Bureau reflect 45.8% Caucasian, 40.7% African American, 8.6% Hispanic, and 3% Asian (<https://www.census.gov/quickfacts/norfolkcityvirginia>).

As a candidate for the Norfolk Police Chief, the experience [REDACTED] would bring [REDACTED] years of experience from the [REDACTED] Police Department, [REDACTED] years of life experience, [REDACTED] years of [REDACTED] experience ([REDACTED] [REDACTED]), and [REDACTED]-year experience of residency in the [REDACTED]. Throughout [REDACTED] career, [REDACTED] has been invested in the recruitment, selection, and retention of officers on the department. [REDACTED] has been an informal recruiter from the day [REDACTED] was hired on the department with the promotion of the department through word of mouth, ride along officer, and recruiting team. Every interaction is an opportunity for recruiting and it is important to model the behaviors of involvement and support during the recruiting phase.

[REDACTED] has participated in the recruitment initiatives such as being featured on the [REDACTED] recruitment website [REDACTED] inspiring a generation to join the department with the correlation of family as a branding point. [REDACTED] attends recruiting events and provide words of encouragement for the potential candidates in attendance. [REDACTED] has been involved with the oral board selection process and currently participate in the executive board selection process. [REDACTED] has volunteered for recruiting trips and provides suggestions to the team to increase recruiting efforts. [REDACTED] provides potential recruits with [REDACTED] department cell phone number along with recruitment and makes [REDACTED] self available to answer questions the applicant may have.

Recruitment initiatives are important to attract qualified applicants especially the younger generation. The time between graduation from high school and eligibility to apply for a career in law enforcement can be injurious for a young person as adulthood emerges. It is extremely important to provide mentorship and direction for persons entering adulthood. In [REDACTED], [REDACTED] proposed an initiative called [REDACTED]. This program was geared towards high school seniors with interest in criminal justice. The student would attend a Saturday program at the Training Academy as a recruit for a day. The day would mirror a recruit class schedule including classroom instruction, physical

Candidate 2
City of Norfolk Police Chief Recruitment Questions

training, lunch, scenario training and opportunity to meet officers and discuss the benefits of the job. At the end of the day, the student gains confidence in their ability and desire to do the job, relationships are formed, and the department has a potential candidate to mentor into a police recruit over the next three years. The department can employ the students upon the 18th birthday in civilian positions and assist the student with obtaining an Associates Degree in the process. The program provides educational opportunities to academically prepare the student for the vigorous classroom instruction. The State Code of Virginia under section 15.2-1705 allows for localities to hire police applicants at the age of 18 years old. This is another opportunity to bridge the gap between graduation of high school and entrance into the Basic Recruit Academy under the old regulations of 21 years of age.

continually conducts informal and formal brainstorming sessions with members of the . During a conversation with the Assistant Training Director, the duo began to devise a program called the Recruitment Unit. through recruitment, information, and relationships. The Unit initiative developed out of the need to take police recruitment to where the people are. The current practices set up a recruitment table at a location and wait for "viable" candidates to engage the recruiters. The Unit will travel to locations with an untapped demographic of potential candidates such as beauty salons, nail salons, fitness centers, and community centers. The recruiting truck will require to be outfitted with a television to display the recruitment videos and tablets to allow potential candidates to review the automatic disqualifiers and submit applications or contact forms. The Training Division should offer opportunities to practice the 1.5 mile run after hours on the track and to create opportunities to engage and connect with members of the department. The key to recruitment and retention is to make potential employees and current employees feel a sense of belonging and cared about like a close-knit family by enhancing the connections with senior leaders.

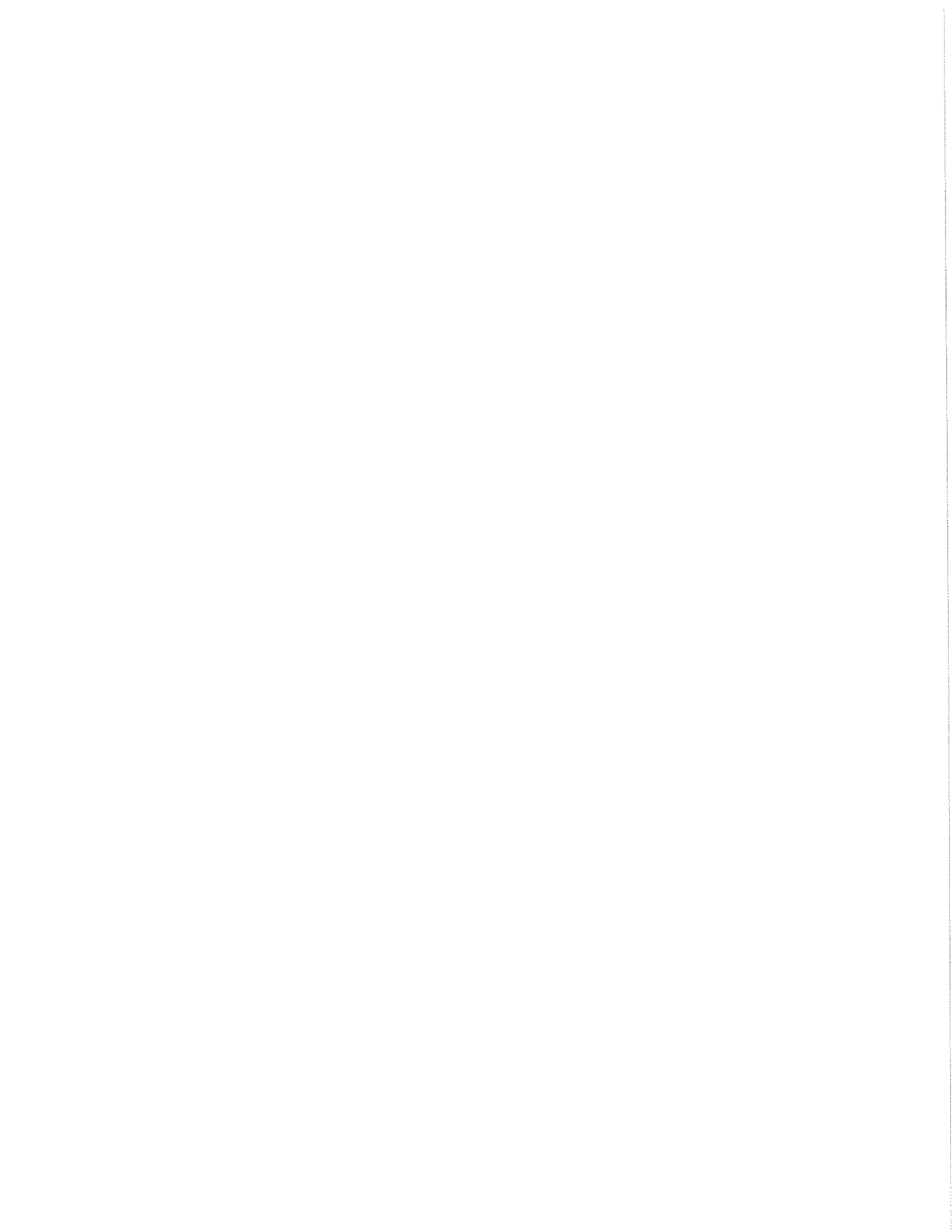
The retention of officers has been a topic of contention as officers are leaving the police department to work for other law enforcement agencies, private companies, or entrepreneurship. While there are some reasons that are outside of leadership's control, there are few practices that can increase retention. As the Chief of Police, will be an advocate for officers. Officers need a feeling of support, genuine care and to receive fair and equitable treatment. The issues impacting the NPD did not occur overnight, there are long-standing practices with perception of inequity, unfairness, and inequality have ignited a reduction in morale along with other outstanding concerns. The key is to ensure that expectations, accountability, and consequences are standard practices and discipline, transfers, promotions, and training opportunities are fair and equitable across the rank and file.

Historically, NPD found success in recruitment and retention due to word of mouth and the strong connections officers had with the department. As Chief of Police, would embrace the generational differences of the current workforce and implement strategies to foster an environment of belonging, engagement and caring. Internal transparency and communication would be top priority to ensure officers receive information and are given an opportunity to provide input. Theodore Roosevelt said, "People don't care how much you know until they how much you care."

has shown empathy, care, and compassion by being present with officers, engaging officers in conversations, being approachable, open, and honest, and showing up at inopportune times to support team. provides for officers

Candidate 2
City of Norfolk Police Chief Recruitment Questions

who share [REDACTED], [REDACTED]
[REDACTED], [REDACTED] attends community events with
the officers, employee engagement events, and supports officers in team sports events outside of the
city. [REDACTED] is authentic and genuine. Although these are [REDACTED] character traits, these
are also tools [REDACTED] uses to aid in the retention of employees.



Candidate 3
City of Norfolk Police Chief Recruitment Questions

QUESTION 1

Norfolk Police Department is committed to a partnership with the Center for Policing Equity and is using data driven intervention strategies and redesigning public safety systems to foster improved relations between the Department and the various constituencies within Norfolk. If you have worked with the Center in your career or have experience in implementing these strategies, provide a brief summary of the program, your role in the effort, and your evaluation of the outcome. If you have your own ideas for practical improvements in developing such efforts, set them out in your response.

ANSWER 1

If selected as the Police Chief, I look forward to working with CPE to review data and processes to guide initiatives, so they are effective but do not impair community relationships. The use of data to deploy resources and implement violence reduction initiatives is paramount. Using data allows NPD to focus on those individuals and locations responsible for inordinate amount of disorder and violence. Data driven strategies should be focused on quality arrests, not quantity. By focusing on quality, we will not alienate the community by making arrests or taking enforcement actions that do not reduce specific crime conditions, such as, Zero Tolerance Initiatives that focuses on sheer arrests which only impairs police/community relationships. One of my first priorities as the newly selected Police Chief will be to assess NPD's data collection and analysis capabilities.

In my experiences as a commanding officer of several commands across the Police Department and now as an Executive team member, we have partnered with Dr. Lorie Fridell with Fair and Impartial Policing, LLC which focuses on implicit bias awareness training. This training is taught in the recruit academy as well as [REDACTED] to the command staff. The value of this approach was the inclusion of community stakeholders such as faith-based organization, private business, and community leaders. The training can be tiered to focus on different community groups and officer ranks.

I was responsible for leading an initiative in partnership with the Department of Justice Community Relations Services (CRS) called Strengthening Police and Community Partnerships (SPCP). This program facilitated by CRS, is designed to bring diverse communities and Police Departments together to assist state and local governments, private and public organizations, educational institutions, and community groups to resolve community-based conflicts stemming from issues related to race, color, and national origin. The program starts with selected diverse community and police planning team members, led by representatives from CRS. The results of this initiative to date have been the recognized community priorities in a specific geographical location within the city, and the [REDACTED] SPCP council. The council is committed to follow-up meetings and implementation of several solutions developed by community leaders.

In my experience as a senior leader and if selected as the Police Chief, I will establish policy that clearly demonstrates the Department's commitment to equitable, compassionate, fair, and professional policing strategies. The data collection process will include an early intervention system that alerts supervisory staff on officer behaviors related to use of force, sick time, missed court, and internal and citizen complaints. Additionally, we will create internal processes that tracks officer enforcement activities and interactions with community members. This approach layered with calls for service data, citizen contacts, traffic stops, crash locations, and Part 1 crime data will provide an accurate account of our policing strategies to City Leadership and the community we serve.

QUESTION 2

The Community Based Violence Intervention and Prevention Initiative (CVIPI) seeks to prevent and reduce violent crime in communities by supporting comprehensive, evidence-based violence intervention and prevention programs based on partnerships among community residents, local government agencies, victim service providers, community-based organizations, law enforcement, hospitals, researchers, and other community stakeholders. City leaders are interested in your experience in working with this Initiative or initiatives with similar expectations or outcomes, specifically including your experience in urban communities if applicable. Please include your evaluation of the success of those programs and your ideas regarding improving them.

ANSWER 2

If selected as the Police Chief, I welcome the opportunity to partner with Bureau of Justice Assistance, Department of Justice in the Community Based Violence Intervention and Prevention Initiative. One of my first priorities as Chief will be to develop a data driven, intelligence led, violent crime reduction strategy. It will include focusing on all three sides of the crime triangle: victim, offender, and location. I [REDACTED] lead this Initiative in my role as Deputy Police Chief. While there is no one program or approach that will prevent and/or reduce violent crime, a focused and layered approach provides the most opportunities for success. Evidence-based strategies supports Dr. David Kennedy's Group Violence Intervention (GVI) strategy where the above community partners work together to provide services that offer an alternative to criminal activity. If I'm selected as Chief, these will be the individuals I will immediately reach out to and begin implementing GVI/CVIPI so that we can begin making a dent in our GVI groups prior to Summer. I believe in the strategy and with support of City Administration, this will be a top priority.

The initiative will also include teams of law enforcement, prosecutors, probation/parole, victim advocates, community advocates, and technology all supported by data. Since implementing this initiative in [REDACTED], we've seen a significant decrease in shooting victims and overall violent crime in a [REDACTED]-year period.

The purpose of the initiative is to identify, surveil, apprehend, and prosecute violent criminals in our city in fulfillment of our primary mission to provide a safe community for all. This plan accounts for the work of patrol officers, detectives, crime analysts, forensic specialists, and our law enforcement partners at the federal, state, and local level. Inter-agency and inter-group cooperation are essential elements to the successful implementation of the initiative.

The Mission of the Violent Crime Initiative is to reduce violent crime, identify those engaged in criminal activity, and increase case clearance rates through a collaborative effort between internal and external partners.

Objectives:

Operationalize the holistic violent crime initiative vision and workflow across the department.

Institutionalize Crime Gun Intelligence processes by greatly expanding access to e-Trace and entering all casings into NIBIN.

Candidate 3
City of Norfolk Police Chief Recruitment Questions

Establish and reinforce continual and collaborative communication protocols between SI/Detective Bureau/CSS to ensure deconfliction of operational objectives and investigations.

Community outreach and transparent reporting on crime statistics, arrests, and victim advocacy.

Use of technology as a force multiplier in social networking analysis supported by an analytical based weekly review and a Real Time Crime Center.

My experience in implementing violent crime reduction strategies in urban settings spans my career as a commanding officer in differing geographical locations within [REDACTED]. The following examples reflect the diverse community outreach strategies I led in various command positions.

College [REDACTED]; Department representative that led the planning and execution of the [REDACTED], [REDACTED] and [REDACTED] operations. Included community outreach to numerous colleges/universities in [REDACTED], [REDACTED], other [REDACTED] communities, and [REDACTED]. Hosted community meetings, partnered with the Department of Justice, NAACP, and local faith-based leaders/organizations to enhance operational effectiveness. Used [REDACTED] to foster positive relationships between police, the community, and students by recruiting potential police candidates and recruiting volunteer student ambassadors.

Homeless Initiative: Directed the implementation of a [REDACTED] program in partnership with Department of Housing, Department of Human Services, including external partners of Volunteers of America, [REDACTED], and [REDACTED]. The program hired [REDACTED] previously homeless individuals and along with police representatives, conducted outreach to the homeless population [REDACTED]. The program had an immediate positive impact and numerous homeless individuals, and families were housed and provided services. [REDACTED] fully funded the program.

[REDACTED] Initiative: Led monthly collaboration meetings with local business, hoteliers, restaurants, and ABC establishments under the umbrella of public safety. Enhanced the [REDACTED] environment through citizen engagement opportunities, aesthetic improvements, the City Ambassador Program and in concert with [REDACTED] theme of "family - friendly."

[REDACTED] Initiative: Led the Police Department efforts to work collaboratively with public and private partners specifically, [REDACTED], [REDACTED], [REDACTED], City of [REDACTED], [REDACTED] Public Schools, City Council liaison, City of [REDACTED] Parks- Recreation and [REDACTED], to develop a long-term self-sustaining plan to effect positive change in the [REDACTED] community. Resulted in the overall reduction in crime as well as an increased perception of community, police relations.

[REDACTED] Initiative: Over the past several years the Police Department has focused on specific geographical areas within the city which includes, [REDACTED] neighborhoods, to revitalize the area by addressing both criminal activity and neighborhood degradation in the community. The identified areas known as [REDACTED] are some of the busiest zones in the city, and they are [REDACTED] of the most patrolled areas in the city. This area borders [REDACTED] and was identified by the SPCP [REDACTED] as the focus of the initiative. Our current community engagement objectives include re-establishing a civic league, providing access to [REDACTED] [REDACTED] all youth activities, and planning community events throughout the coming year. Our policing

Candidate 3
City of Norfolk Police Chief Recruitment Questions

strategy includes a data driven focus on violent crime and priority offenders, repeat locations, and victim advocacy. These efforts are supported by a gun detection technology called Shot Spotter, which alerts officers to the location of gun fire within minutes. The value of this technology allows us to respond to gun shots without a call for service being generated. Unfortunately, the data demonstrates approximately 80% of the time citizens are not calling the police when shots are fired. Needless to say, this creates a two-fold problem for the police: first, we are unaware of shots being fired and unable to investigate further, and secondly, the community perspective is that the police do not care because we do not respond.

QUESTION 3

The Norfolk Police Department is building its future upon the following 5 Guiding Principles: Officer Wellness, being Operationally Sound, creating a Learning Organization, understanding the Strength in Diversity, and building Principle Centered Leadership. As a professional and public servant, how do you identify with these principles and how as the Chief would you continue to emphasize them in the Department?

ANSWER 3

The immediate challenge during any administrative transition is how the culture of the organization will accept the new leader and how I should promote my expectations. Incumbent staff, especially those in a leadership position, may find change to be challenging. Many will question, "What changes are coming?" and "How will this affect me?". My job will be to implement the necessary changes through a smooth transition process. The best means of understanding the environment and the organization is to begin to evaluate its policies, procedures, and training protocols. Equally important is to meet with and discuss the perceptions and needs of those who work in the organization.

The five guiding principles listed above provide a solid foundation to work from in re-establishing trust throughout the organization. I fully support this approach and as a new Police Chief will prioritize them in our future processes.

Officer Wellness is listed as one of six pillars in 21st Century Policing Strategies and essential to the health and wellness of the department. Providing support and resources for our personnel is leadership's responsibility and will be a priority for NPD under my leadership. In the past [REDACTED] years the Executive team of [REDACTED] have taken several steps to enhance officer wellness to include the following: hired a full time [REDACTED] Wellness Officer reporting directly to the Chief's office, formed a partnership with [REDACTED] and [REDACTED] to share peer support resources during critical incidents, sponsored outside training conducted by O2X related to resilience, wellness, and improving sleep, provided [REDACTED] additional wellness training opportunities, purchased [REDACTED] comfort dogs, created a [REDACTED] as a one stop shop for resources and services, and have increased our peer support membership by over 50%. We will offer numerous wellness topics of instruction to police recruits and lateral transfers and conduct Trauma Behind the Badge training [REDACTED]. Under my leadership this template will be duplicated in NPD.

Having an operationally sound Police Department is paramount to providing quality police services to the citizens of Norfolk. The NPD must be well trained and equipped to respond to and recover from critical incidents. Given the current shortage of staff with over 200 vacancies, adding key technologies

Candidate 3
City of Norfolk Police Chief Recruitment Questions

such as gun detection, integrated camera systems, LPR, all supported by a Real Time Crime Center will enhance our operational capabilities. As stated earlier, I plan to assess the analytical process as a top priority. Additionally, restructuring key positions and civilianizing positions will allow sworn staff to be placed in an operational capacity.

Under my leadership, creating a learning organization will start at the recruit level upon joining the NPD and continuing through their career. As an example, [REDACTED] the [REDACTED] announced a [REDACTED] education partnership with [REDACTED], in which, officers who have completed a [REDACTED] would be awarded [REDACTED] credits towards a bachelor's degree at [REDACTED], with the possibility of an additional [REDACTED] credits for prior credits obtained from another college or university.

In addition to the individual degree option, the partnership has established the opportunity for officers to pursue their bachelor's degree through [REDACTED]. The [REDACTED] will consist of [REDACTED], taking classes online, in-person, or a hybrid of both, to complete their degree requirements [REDACTED] is offering the [REDACTED] option to pursue a major [REDACTED] and will include an internship component based on officer's on-the-job experience.

If selected, I would seek similar partnerships with Norfolk State University, Old Dominion University, and Virginia Wesleyan University. Additionally, I will create a Professional Development Program for officers who wish to develop their skills through law enforcement training and advanced certificates for assignment to specialized positions.

As mentioned earlier the value of understanding the strength in diversity cannot be overstated. Diversity fosters innovation and problem-solving by challenging everyone to see things from other perspectives. Having a diverse Police Department also ensures that we are attracting and retaining top talent. Fostering public trust begins with a Police Department that is reflective of the community we serve. Norfolk is one of the most diverse communities in Hampton Roads and having representation from all cultures and races will demonstrate police legitimacy within all communities. My plan to recruit, retain, and promote a diverse workforce will be a multi-pronged approach by leveraging city resources for creating targeted outreach focused on diverse communities, using targeted digital marketing, breaking down language barriers, and unintended language biases. I will establish a mentoring program, job shadowing, and leadership training to ensure equitable access to promotions and preferred assignments.

As I have prepared for this process and opportunity, the one theme that has emerged from the rank and file up and down the chain of command, has been the need to develop those seeking leadership positions by building principled centered leadership opportunities. Author Stephen Covey discusses in his book the Four Levels of Principled-Centered Leadership which are Organizational, Managerial, Interpersonal, and Personal. Police work is not getting easier, but rather more complex, and the demands from our citizens for services are increasing. Critical thinking skills are essential at all supervisory levels and the organization is responsible for educating and preparing current and future leaders. In order for the leadership team to be successful and trusted, competent supervisors must be placed in the right positions within the organization. As the Chief, I will ensure our supervisory staff, command staff, and Executive team is provided with and exposed to professional development opportunities through advanced law enforcement training opportunities such as Virginia Association of

Candidate 3
City of Norfolk Police Chief Recruitment Questions

Police Chiefs - Police Executive Leadership School, FBI National Academy, Senior Management Institute for Police, IACP training courses, and Internal development training.

QUESTION 4

Recruitment, selection, and retention of competent and successful law enforcement officers is critical for a community to thrive and for citizens to feel safe in their City. Further, an inclusive and diverse police department that reflects the community leads to increased trust, cooperation, and transparency. As a candidate for Norfolk Police Chief, what experience would you bring in successful recruitment, selection, and retention of police officers and what ideas would you have to build on that experience to create a successful program in Norfolk since City leaders are very interested in creative initiatives to attract qualified candidates and ensure their longevity in the Department.

ANSWER 4

Another top priority as the newly selected Police Chief, will be to stabilize the workforce by retaining our police officers. Unfortunately, staffing challenges persist throughout the nation however, some departments are having successes in retaining their staff and recruiting new police candidates. These departments have a few things in common and [REDACTED] has also experienced some wins in our recruiting efforts. Over the past [REDACTED] years, city leadership has supported the implementation of a defined step pay plan, signing bonuses for new recruits and sworn later transfers, preferred assignment opportunities, and funding for the Professional Development Program. In addition to the above, I will request support from City Leadership for the following strategies to address retention and recruitment for NPD.

Streamlined application process for out-of-town candidates

Focused on Veteran recruiting with SkillBridge through the Virginia Department of Veteran Services

Referral houses for our NPD officers

Social Media & Marketing campaigns

Advancing women in policing through the 30X30 Initiative

Option 5 DCJS Academy for out of state certified officers

Incentives such as stipends for college degrees and bilingual officers

Data driven patrol shift strategy – four, 10-hour days, no rotating shift/days off for 6 mos.

Partnership with local higher education institutions for college credits upon completion of the police academy and continuing education opportunities

The value of a diverse Police Department cannot be overstated. Traditionally, police departments have struggled with recruiting minority candidates to join our profession. More recently the national environment and sentiment about law enforcement has created hesitancy on behalf of all potential candidates, but more specifically our potential minority candidates. NPD cannot let this discourage us from thinking outside of the traditional recruiting model and find ways to attract and retain officers who reflect the community we serve. The City of Norfolk's demographics are slightly different than [REDACTED]

Candidate 3

City of Norfolk Police Chief Recruitment Questions

██████ with African Americans making up approximately 40% of the population, while the police department is comprised of approximately 19% African American police officers. It is my belief that our best recruiters are our own police officers, and we need to capitalize on their ability to influence others to join the department. In order for this to occur, officers and especially minority officers, need to know they are valued and supported by their leadership. As the Chief, I will ensure equitable opportunities for preferred assignments and promotions along with fairness in our internal processes. Additionally, I will seek support from our communities of color, business partners, faith-based organizations, and educational institutions to enhance our recruiting opportunities.