

CRIME REDUCTION STRATEGIES



Current and Future Efforts to Address Crime

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I. INTRODUCTION

As the City of Norfolk moves beyond the immediate effects of the COVID-19 pandemic, its approach to combatting crime takes on a renewed sense of urgency. Both here and across the United States, criminal acts – particularly violent crimes – have increased in many sectors following what had been a multi-year trend of steady declines.

In 2020 alone, data from the Federal Bureau of Investigation revealed a nearly 29 percent year-over-year increase in murders, an 11.7 percent jump in aggravated assaults, and an 11.4 percent increase in auto thefts reported nationally. Beyond these raw numbers, research suggests poor and historically disadvantaged communities have carried the brunt of these increases, and violence across the country has remained concentrated among younger people ages 20 to 29. As evidenced by multiple high-profile crimes committed locally in recent months, Hampton Roads is not immune to these worrisome trends.

An analysis of FBI data by The Brennan Center for Justice, an independent, nonpartisan law and policy organization affiliated with New York University, suggests easy access to guns was a key factor in rising crime rates, with U.S. firearms sales reaching an all-time high in 2020. The pandemic's negative economic effects, surging mental health concerns and overall societal instability were also contributing factors, as was a growing sense of "legal cynicism," or the belief that government is either illegitimate or unable to provide for its citizens' well-being. There is no single driving force, nor is there a quick fix.

Amid these challenges, the City of Norfolk has proactively and progressively adapted its means and methods for reducing crime within neighborhoods and communities. Guns and patrol cars alone will not address today's needs; reducing crime now requires a holistic approach that includes community building, targeted education, and increased cooperation from residents in our most vulnerable areas. New tactics and technologies can also make a positive difference, allowing law enforcement resources to go farther than could ever be achieved solely through more officers placed on the streets. We will meet modern obstacles with cutting-edge solutions, and our city will emerge both stronger and safer.

This document details numerous strategies and initiatives designed for the City to achieve those goals, ranging from efforts now underway to others that could reasonably be completed within the next few months. It concludes with a summary of long-term tactics that will guide our communitywide safety efforts for years to come.

I appreciate your interest and support as we collectively move into this new era of law enforcement.

- **Dr. Larry H. Filer II, City Manager**

Changing Nature of Crime

Violent crime in the late 1980's and early 1990's tracked closely with the advent of crack cocaine. This drug was easily manufactured and sold at low prices, making it the scourge of poverty-stricken neighborhoods throughout the United States. Due to crack's low barrier to entry and high profitability, multiple drug trafficking organizations (DTOs) fought for turf and market, particularly in urban areas.

Accordingly, violence prevention efforts during that period centered mainly on fighting narcotics trafficking through aggressive investigative techniques; flooding cities with more police, including the expanded use of federal law enforcement resources; as well as using the "Broken Windows" methodology to address blighting influences experts believed helped foster chronic havens for crime.

Like many businesses, drug trafficking has since moved online with the advent of the Internet and smart devices. As a result, targeting drug houses and street corners no longer yields the same results as in previous decades. Additionally, the aforementioned policing methodologies often led to burdensome practices when incorrectly implemented. Today's violence is more group member-based, with conflicts between groups (e.g. street gangs) occurring in person and in social media. Pandemic-driven restrictions to social structures have also exacerbated this conflict, often causing a widened sense of normlessness.

Fighting violence under these conditions is challenging and becomes more difficult with rising police vacancies across the United States. This phenomenon is partly due to the pandemic, which created gaps in standard recruitment and training cycles; an increasingly negative narrative surrounding policing in the wake of the George Floyd homicide; and aging workforces with many officers at or near retirement age. Consequently, policing must rely upon more intelligence-led methodologies tied to the *What*, *Where* and *Who* of violent acts; this modernized approach allows for more efficient, effective policing.

The Norfolk Police Department (NPD) strives to provide a safe and secure city where all can live, work and play in safety and without fear. Its specific goals and objectives include:

Objective 1 | Drive the NPD to an Intelligence-Led Policing Model

Objective 2 | Enhance technology within the NPD to develop a real-time crime center

Objective 3 | Leverage Federal Law Enforcement Partners to insure effective investigations, arrests, and convictions of major purveyors of group member-based violence within the city

Objective 4 | Leverage entities such as the Newark Community Street Team to build capacity for community-based violence interruption initiatives

Objective 5 | Provide support enabling communities to become full participants in building safe neighborhoods

An Intelligence-Led Policing Model begins with the application of crime data. NPD's Crime Analysis Section specializes in providing such data and trends to members of the NPD Command Staff. Sector Lieutenants and Commanding Officers then use this data to deploy manpower directly to areas that are most active with criminal activity.

By consistently releasing information in real time, officers on the ground become more efficient in their time and efforts. As these crime-fighting strategies are deployed in specific geographic areas, Crime

Analysis later evaluates whether efforts were successful, completing a key feedback loop for NPD's Executive Staff.

II. NEAR-TERM EFFORTS (0 - 90 DAYS) – PERSONNEL, TECHNOLOGY, PARTNERSHIPS

Patrol Enhancement Strategy

NPD constantly evaluates its ability to respond to residents' needs. As the department works through today's historically high level of vacancies, NPD has shifted personnel to enhance its ability to patrol the streets. The Administrative Services Bureau has given up personnel on a rotating basis to support field operations. Additionally, Special Operations, Traffic, and K9 resources are now used to provide further personnel Thursdays through Saturdays from 7:00 p.m. to 3:00 a.m. to cover NPD's busiest call times.

Optimal utilization of non-sworn personnel

NPD is creating efficiency through its use of both sworn and nonsworn professional staff. This allows sworn staff members to perform tasks that only law enforcement officers can do, including making arrests or conducting investigations. To achieve this, NPD must rely more heavily on nonsworn professionals (i.e. civilians) to complete specific tasks once handled solely by officers, be it simple administrative duties to complex intelligence and business process analyses. NPD is working with CivicLab and the Budget Office to determine how to hire a combination of high-end intelligence and crime analysts, civilian investigators, and retired law enforcement officers to supplement its work force.

Hot Spot Policing with Specialized Units

NPD uses "Hot Spot Policing" with specialized units placed as resources in areas where greater concentrations of crime have been identified through statistical data. The Crime Analysis Section identifies areas and patterns of violent and property crime, narrowing locations where police should deploy resources to prevent or reduce criminal activity. This has resulted in directed patrols, increased traffic enforcement and officers assigned to special initiatives such as the Granby Street Detail or Violent Crime Initiative. NPD's Special Operations Team provides supplemental manpower in affected areas as an emergency response to violent crimes. Members of the Investigative Services Bureau also offer updates on persons of interest and wanted persons through collaboration with precinct personnel. With this, commanding officers can ensure timely deployment, reassessment, and monitoring of crime trends.

Recruitment and Retention of 911

The City needs additional 911 operators. A recent regrading of this position, along with the City's general wage increase, have only slightly reduced attrition rates in this job classification. Many fully trained telecommunicators will leave the city to work for federal agencies or private companies, and some former employees still cite Norfolk's salary scale as their reason for leaving. Others mention the challenging work environment, including 24-hour cycles and stressful nature of handling 911 calls.

Applications for Public Safety Telecommunicator I vacancies were accepted from mid-September through Oct. 7, 2022. In addition, the recent creation of a dedicated "Call Taker" position will allow for the retention of some personnel who cannot qualify for the dispatch portion of a 911 operator's role, but can capably accept incoming 911 calls until additional dispatchers are hired, trained and certified.

Portable Security Cameras

Norfolk is incorporating portable security cameras contracted by Live View Technology as a component of its overall crime reduction strategy. Cameras are a situational crime prevention mechanism to boost the level of visible surveillance within specific areas of interest. They enhance overall crime reduction strategies by focusing on two objectives: preventing crimes through increasing criminals' perceived risks of being captured on video, as well as using live and recorded video to retroactively identify and apprehend those involved in criminal activities.

These strategies are achieved through the cameras' noticeable presence, including easy-to-see blue lights. Police personnel also monitor cameras live during peak hours of activity to dispatch mobile officers should an incident occur. This creates a force multiplier and often allows NPD to respond to issues before a citizen makes a 911 call. Within Norfolk, portable security cameras are currently in use downtown on Granby Street and at Oceanview's Community Beach. More sites are under consideration.

Improved Garage Cameras

City staff are working in several locations to replace parking garage cameras and their supporting software and hardware. These efforts have been delayed due to supply chain disruptions, with some key components now on back order. In the interim, City Information Technology staff are working on wiring and cabling preparation. This project is slated for completion by the end of this calendar year. At present, Waterside, The Main Hotel and Town Point garages each have functional camera systems.

Medic 6 at Colley and Brambleton

A new ambulance service – Medic 6 – was deployed in July 2022 to provide critical and timely service to portions of Ghent, Chelsea and Downtown Norfolk. Medic 6 also serves as a back-up unit to cover areas of Downtown, ODU/Larchmont and Huntersville when those areas' ambulances are responding to calls. Medic 6's timely response, treatment and transport of trauma victims has already led to lives saved.

Mini Grant Program

Norfolk is working with the Newark Community Street Team (NCST) to design and implement a community violence intervention program. One key near-term recommendation was to create a mini-grant program to create early progress as longer-term activities are being developed. The mini-grant program is underway, providing a low-barrier funding tool for key communities most impacted by gun violence. The goal of this program is to promote recovery, healing, recreation and community-building.

Program funding is available citywide but with priority to supporting events and activities in and for communities experiencing disproportionate levels of gun violence. Priority zip codes include 23504, 23508, 23510, 23517 and 23523 -- areas where Norfolk has experienced its highest levels of gun violence in the past 12 months. More neighborhoods will be considered as available grant funds allow.

Nighthawks

The Norfolk Nighthawks program began play in July 2022. This state-award-winning crime prevention program uses a basketball league to create a safe environment for evening activities and community building for residents in several at-risk neighborhoods in Norfolk. In addition to participating in and/or watching games, those present could also obtain information about employment opportunities, professional development, G.E.D. program enrollment, healthcare services and financial literacy for young adults ages 18 and up. The Nighthawks program successfully ran through mid-October at the Huntersville Community Center, Young Terrace Community Center and Southside Boys & Girls Club.

National Night Out

National Night Out is a community/police awareness event held annually on the first Tuesday in August. It was established in 1984 with funding from the U.S. Department of Justice with objectives that include refining the nationwide crime prevention campaign; documenting successful crime prevention strategies; disseminating information about successful community-based strategies; and providing technical assistance on crime prevention program development.

This community initiative was designed to accomplish six specific goals:

- Provide an opportunities for neighbors to meet one another
- Increase interaction and communication among citizens, police, and city leaders
- Build relationships of trust and respect among residents, police, and city leaders
- Encourage citizens to become involved in fighting crime
- Allow people to recognize and celebrate the successes they achieve through cooperative efforts
- Give residents and police a chance to recommit to working together

NPD's National Night Out on August 2 demonstrated how collaboration between residents and City government can successfully provide key resources needed in Norfolk's communities of opportunity.

Promoting Neighborhood Watch/Training through Neighborhoods

Neighborhood Development Specialists and Codes Specialists will promote and encourage participation in Neighborhood Watch programs while attending civic league meetings, taskforce meetings and other community events. Team members will provide information on the processes for establishing Neighborhood Watch Programs, and offer support to participating neighborhoods as programs begin.

St. Paul's Advisory Committees' – Subcommittee on Youth Violence & Prevention Solutions

This subcommittee was established in February 2021 as an extension of the Mayor's St. Pauls' Advisory Committee. It's tasked with analyzing existing programming and developing paths for improvement, led and driven by the community with support from grassroot organizations, businesses, elected officials, the media and the City as a whole. The Youth Violence and Prevention Solutions subcommittee has already created several plans to help deter violence through collaborations with groups that include NPD, Teens with A Purpose, Guns Down, Stop the Violence, People First and other St. Paul's residents.

Summer Food Program

Each year during the Summer Reading Program, Norfolk Public Library partners with Norfolk Public Schools to host the Summer Meals Program. Library branches commit to serving as host sites for nutritious meals provided by Norfolk Public Schools. This program lightens the financial load for parents during the summer. Through mid-August, NPL had provided nearly 1,700 meals.

Media Resources

A resource calendar is disseminated in a timely manner to offer information about free essential services such as breakfasts, lunches, and dinners; clothing; groceries/food pantry items; and expressive art programs. Pamphlets with information about policing equity, unemployment, home care for seniors, veteran services, Social Security information, disability benefits, fair choice housing, Medicare information, Opioid hotline, and AA and Al-Anon and other sources are also offered. Readily access to this information allows more of Norfolk's citizens to receive these needed forms of assistance.

Public Safety Radio Replacement

The City has committed to update communication tools used by NPD, fire-rescue units and the Norfolk Sheriff's Office. Nearly 2,000 handheld radios and vehicle-based radios were recently replaced at a total cost of more than \$9 Million to allow for improved response times and heightened levels of service.

Compliant with Marcus Alert System for 911 Callers

Norfolk's 911 system is compliant with Marcus Alert, a statewide framework designed to improve responses to mental and behavioral health crises in Virginia. Callers can voluntarily provide identifying and health information concerning behavioral health illness, mental health illness, developmental or intellectual disability or brain injury. This allows 911 call dispatchers to provide appropriate responses.

III. MEDIUM-TERM EFFORTS (90 - 365 DAYS)

Business Compliance Unit

Funding was approved in the 2023 fiscal year operating budget to hire additional staff in the Planning Department in support of a proactive, coordinated approach to administering and enforcing Conditional Use Permits within the City. These efforts center on restaurants and nightclubs, short-term rental lodging units and other businesses and are considered on a case-by-case basis by City Council.

During the first 90 days of the fiscal year, the focus was on hiring and onboarding staff to fill these positions. The City simultaneously created standard, repeatable procedures for processing and approving new applications including conditions, monitoring business activities, and addressing public safety and community concerns.

It is anticipated that routine and complaint-based, multi-agency inspections of businesses will increase during the second quarter of the fiscal year. Most current business inspections are conducted by Norfolk Fire-Rescue with assistance from NPD and Planning until this program and staffing efforts are finalized.

The Deputy City Manager for Operations will work with the City Attorney's Office to develop a management framework for coordinating enforcement activities at multiple departments including Planning, NPD, Fire-Rescue and outside agencies such as Virginia Department of Health and Virginia Alcoholic Beverage Control Board (ABC). Staff assigned to the Business Compliance Unit will also work jointly with the Downtown Neighborhood Council (DNC) and the Norfolk Police Department on the implementation of the Safe Night Program.

Drone Usage

Drone technology is being deployed within the City in accordance with State Code, which restricts the use of drones to very specific circumstances; these limits are problematic for utilizing drones in proactive, holistic crime reduction strategies. The City is at the cutting edge of acceptable deployment of drones in cases of at-risk individual alerts, search warrants and fugitive operations. Drones are also deployed for surveillance and officer safety in the performance of daily police functions, and as part of a larger, more encompassing crime strategy. There is great interest to see what effects drones could have on crime reduction. The City is currently working within a public-private partnership to advance the use of drones to increase response times and provide real-time intelligence for crime reduction strategies.

Leveraging Federal Partners

NPD currently works with and has task force officers assigned to the Bureau of Alcohol, Tobacco, Firearms, and Explosives; the Drug Enforcement Administration; the Federal Bureau of Investigation; the U.S. Marshals Service and Homeland Security Investigations. The common goal is to identify and address violent crime and property crime within the city. NPD leverages these relationships as a force multiplier,

as well as an enhancement to current technologies and investigative resources. These relationships have become invaluable for the capture of multi-jurisdictional offenders and managing an ever-evolving criminal landscape. Strategies pay particular attention to gun violence.

To make significant strides in the reduction of crime, NPD is also collaborating with federal and state law enforcement partners including prosecutors, probation and parole authorities, among others, to identify violent crime drivers and utilize the best available intelligence to make evidence-based decisions. Once identification and arrests are made, the City works with the Commonwealth Attorney and the U.S. Attorneys to determine the most effective short- and long-term strategies for disrupting crime from a prosecution or diversion perspective.

Project Safe Neighborhoods is one of the leading initiatives bringing together local, federal and state law enforcement officials, prosecutors, and a broad array of community stakeholders to identify pressing crime problems, and to develop comprehensive solutions to address them. Gun violence drives the most significant violent crime issues across the country. Addressing this is at the core of the Project Safe Neighborhoods initiative with Norfolk and its federal partners.

Real-Time Crime Center

Real Time Crime Centers (RTCC) leverage multiple camera and data feeds to present a picture of what is taking place in a city in real time; they also provide a centralized place to unite technology with intelligence and analysis by providing law enforcement the ability to respond quickly to developing situations. Policing is proactive when analysts leverage incoming data to guide the What, Where, and Who of crime trends. RTCCs efficiently enable even a single analyst or law enforcement officer (LEO) to monitor several areas at once, negating the need for high visibility or saturation patrols that can result in burdensome policing practices if not managed well.

The NPD is working with the Budget Office, Information Technology and Virginia's Attorney General to create an RTCC beginning by leveraging access to existing camera infrastructure within the City. IT is surveying each department to determine how many cameras the City manages, as well as these cameras' capabilities and software drivers.

Norfolk is also researching various Automatic License Plate Reader (ALPR) platforms and will soon purchase one of these systems. Additionally, NPD is working with the Attorney General's office to evaluate and possibly procure integration system known as Fusus; this will allow NPD to solicit video feeds from private businesses, greatly expanding the RTCC's ability to detect crimes in progress and collect evidence of crimes that occur before these cameras. The program's next step is to inspect already established RTCCs; develop policies and procedures; determine staffing; find a location; and identify budget resources. NPD and the Budget Office are also discussing the need for a full-time project manager due to the scope of this project.

Violence Intervention with NCST

Community Violence Intervention (CVI) programs to help reduce violence in cities have been validated repeatedly through independent evaluations and academic research. The Newark Community Street Team (NCST), a resident-run organization that reduces violence through community-based strategy, is the CVI used in Newark, N.J. It treats community violence as a public health issue by intervening, preventing, and treating violence through a public health model.

In partnership with the City of Norfolk, NCST began its work locally by conducting a landscape analysis that began with a review of Norfolk’s available crime and hospital data. NCST understands that building credibility in communities with high levels of historical and ongoing trauma is highly nuanced work. Credibility is the greatest commodity for CVI professionals, but organizations must also have infrastructure, accountability and a program design that matches the city’s data-identified needs.

This landscape analysis identified four organizations presently doing intervention work – not prevention work – in Norfolk’s hotspots of violence; these organizations are Guns Down, Kings in Need of Development, Teens with a Purpose and Reck League. NCST is now conducting an in-depth, strength-based programmatic and fiscal assessment of these organizations to support their capacity to implement and sustain the violence intervention work. Assessments will be completed by the end of October.

Once the organizational assessments are complete, NCST will provide the four organizations with a customized Training and Technical Assistance (TTA) plan, and offer tailored training and technical assistance until the contract period ends in February 2023. NCST has also provided these organizations with training from the Professional Community Intervention Training Institute (PCITI) to enhance their ability to engage in intervention, with more training to be scheduled soon. Trainings includes Conflict Resolution; Mediation and De-escalation; Understanding Law Enforcement Protocol; Retaliation and Rumor Control; Safety Plan Development for communities, events, and public spaces; and Supporting Staff Trauma. In addition to PCITI Levels I and II training, NCST is offering community trainings to support organizations providing violence intervention programming. These include Safe Passage 101 in September; Understanding Compliance with Virginia Non-Profit Rules in October; and Case Management for Intervention 101 in January 2023.

NCST is also preparing recommendations to the City for structuring an investment into CVI and preparing a model Request for Proposals (RFP). This draft RFP will be available in October. Once CVI organizations are funded, NCST can work with these organizations to support their program design and implementation. Finally, NCST will make recommendations to City leadership for enhancing CVI and better integrating it into the City’s public safety ecosystem.

More Aggressive Code Enforcement

Property Maintenance Inspectors in Neighborhood Quality will assist Community Resource Officers (CROs) with on-street enforcement of abandoned and/or inoperable vehicles, and will work with Waste Management to offer education and enforcement related to placing trash at curbsides. Active recruitment to fill vacant positions continues to ensure adequate enforcement coverage.

Neighborhood Services will promote the ongoing use of the MyNorfolk web portal, an app to report property maintenance, poor lighting and other issues that can contribute to crime.

Neighborhood Services is also working with neighborhoods to restart dormant civic leagues, including providing free signs to help civic leagues announce their meetings and increase participation.

2-2-2 Campaign and Neighborhood Events

Neighborhood Services will promote so-called “2-2-2 Campaigns” in which residents are encouraged to meet the two neighbors behind their homes, two neighbors adjacent to their homes and two neighbors

across the street. This supports relationship building and fosters an environment in which neighbors will more easily watch out for one another. This initiative work for multi-unit properties, as well.

Revamp the “Renovate Norfolk” Program

A recent study by the University of Pennsylvania demonstrated targeted investments in structural home repairs can reduce crime. The Department of Housing and Community Development recently revamped the City’s owner-occupied rehab program to allow income-qualifying, owner-occupied households to receive financial assistance for home repairs. Interested homeowners should submit a survey and those who meet program criteria will be added to a waitlist. A limited number of homes will be selected on a quarterly basis based on priority needs and program capacity.

Homeowners are encouraged to visit <https://www.norfolk.gov/5221/Renovate-Norfolk> to apply.

Norfolk Youth Council

The Norfolk Youth Council (NYC) was established by the Department of Parks and Recreation this fiscal year to provide students with platforms to elevate youth voices on community issues. NYC is comprised of high school students who reside in Norfolk. The program provides young, emerging leaders opportunities to learn about local government, developing leadership skills and creating spaces to share ideas while making a meaningful difference in the community. Members will plan and implement social, educational, cultural, recreational, and volunteer-based activities for the youth and their communities.

Media Resources

The Slover Library will research and provide information about mental illness and anti-gun violence. Pamphlets and information guides will be available from other organizations to showcase their services to help the community. In addition, more reading materials will be curated on crime prevention and anti-gun violence with the library’s juvenile, teen and adult sections.

CAD2CAD System Regional Installation

The Hampton Roads Computer Aided Dispatch Interoperability Project (HRCIP) will identify Norfolk’s CAD data to be shared with other localities for greater collaboration, situational awareness and timely distribution of critical incident information. This will allow for improved resource allocation during incident responses affecting the region. A contract with a vendor is awaiting legal approval, while Information Technology has recently attended regional meetings on implementation and data review.

IV. LONG-TERM EFFORTS (1+ YEARS)

Regional Crime Data Center

The City is researching opportunities to establish in Norfolk a Real Time Crime Data Center that would operate around the clock. The center would leverage technology and advanced analytics to provide critical information to first responders, and assist with criminal investigations and community safety.

Camera Integration System

Over the past few years, the number of security cameras owned by the City has proliferated. These range from traffic cameras to in-building cameras; externally facing cameras; cameras in parking facilities; and cameras in city parks.

These complex cameras feature a wide range of qualities, from residential Ring-type units to complex thermal imaging cameras. These assets are not integrated into a single system. In addition, there is a

public expectation that cameras are being monitored or recorded, though many are neither recording nor being actively monitored.

The City is currently working on identifying a system to integrate these cameras into a single platform.

Legislative Changes to Accept Out of State Credentials for Transferring Officers

Currently, legislation known as the Option 5 Out of State Lateral Program allows agencies in the Commonwealth of Virginia to accept lateral transfers for officers trained within another state, federal or military agency. By reviewing the training curriculum of a potential applicant, the Department of Criminal Justice Services (DCJS) can highlight elements that are acceptable based on DCJS criteria. In turn, this would permit applicants to participate in a modified academy before transitioning to Norfolk.

The length of this proposed academy would be eight weeks, with the first scheduled to begin in November 2022 at the Fairfax County Criminal Justice Training Academy. The ability to hire additional officers from other states and agencies is a critical advancement in recruitment capabilities, as well as strengthening our department's manpower. This will increase NPD's ability to suppress crime and respond to criminal acts in our city.

Technology Investment Across All Public Safety Departments

Fire-Rescue is actively working towards the establishment of an unmanned aerial system (drones) to enhance its on-scene acquisition of information for fire-based responses. This drone would also be used in support of police activities when needed.

Emergency Operations is researching potential drone solutions designed for daily and incident-specific situational awareness, and is currently building capabilities for the ArcGIS Emergency Management Dashboard. During an incident, emergency management staff must provide decision makers with accurate and current information that communicates the scope of the emergency, the status of the operational response and resource availability. Using digital maps to brief key stakeholders ensures clear communication across all command levels, and enables effective executive-level decision making. The EM Dashboard could be used by emergency management staff to monitor response activities in the Emergency Operations Center and measure progress toward incident objectives.

Fleet Replacement

NPD's current fleet has 364 active units with an average age of 7.6 years; 194 units aged more than five years and 120 more are older than 10 years. In fiscal 2022, 47 units were procured through the replacement program using an additional mid-year funding. In the current fiscal year, 28 units were approved for replacement and are in the procurement process; 16 unmarked units will be hybrids.

Replacement of Stations 9, 6 and 15

Fire Station 9 is more than 70-years-old and is currently in the fiscal year 2025 capital improvement plan for replacement. Fire Stations 6 and 15 are each more than 60 years of age and are now in the request process for addition to the city's capital improvement schedule. Modern fire stations enhance notification and response to emergencies within the stations' geographic demand zones. Modern stations are designed to enhance community appearance and safety by serving as safe spaces and known locations for the City's emergency response resources.

Deconcentrate Poverty and Move to Opportunity Efforts

In 2018, the City embarked on the latest efforts to transform the St. Paul's area with goals that included deconcentrating poverty while developing high-quality, mixed-income, mixed-use communities of choice and providing comprehensive supportive services through the People First Initiative. These parallel efforts on People and Place will become a model for further neighborhood transformations.

Career Online High School

Norfolk Public Library offers a Career Online High School Program for adult patrons, with emphasis on developing workforce readiness. Free enrollment is available to all adult patrons who hold a library card.

Students are equipped with a full support system including academic coaches and certified instructors; technical support; virtual resources and translations tools. In total, NPL has had 95 enrollments resulting in nearly 40 graduates since this program began in 2017.

Addressing Boarded-up Properties

Beautification efforts are underway through painting boarded up properties to deter vagrancy and or illicit behavior. This is done in collaboration with neighborhood youth to encourage their interest and investment in protecting the efforts they worked to create.

Enhanced Derelict Structure Program

Neighborhood Quality will enhance code enforcement on abandoned structures utilizing the Derelict Structure program that requires property owner to rehabilitate or demolish dilapidated structures.

Vacant and abandoned properties present significant challenges to communities nationwide. Evidence shows that vacant and abandoned properties negatively impact local economies, impede population growth, depress property values, increase crime, and impose heavy cost burdens on local governments.

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