



# CITY OF HOPEWELL

Hopewell, Virginia 23860

## AGENDA

(804) 541-2249

www.hopewellva.gov  
info@hopewellva.gov  
rarrington@hopewellva.gov

### CITY COUNCIL

Jasmine E. Gore, Mayor, Ward #4  
Patience Bennett, Vice Mayor, Ward #7  
Debbie Randolph, Councilor, Ward #1  
Arlene Holloway, Councilor, Ward #2  
John B. Partin, Jr., Councilor, Ward #3  
Janice Denton, Councilor, Ward #5  
Brenda S. Pelham, Councilor, Ward #6

John M. Altman, Jr., City Manager  
Sandra. Robinson, City Attorney  
Ronnieye L. Arrington, City Clerk

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December 12, 2019

COUNCIL CHAMBERS  
300 N MAIN ST. HOPEWELL VA

Special Meeting: 6:30 PM

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### OPEN MEETING

6:30 p.m. Call to order, roll call, and welcome to visitors

Roll Call

### SPECIAL MEETING

SB-1 Set a date for a Crime Summit

MOTION: \_\_\_\_\_

\_\_\_\_\_

Roll Call

SB-2 Discuss crime statistics and criminal activity - *No action requested of Council*

SB-3 Update on Chief of Police Citizen Advisory Committee – *No action requested of Council*

SB-4 Community policing and possible ward community police officers – *No action requested of Council*

SB-5 Cities of Opportunity Grant presentation – *No action requested of Council*

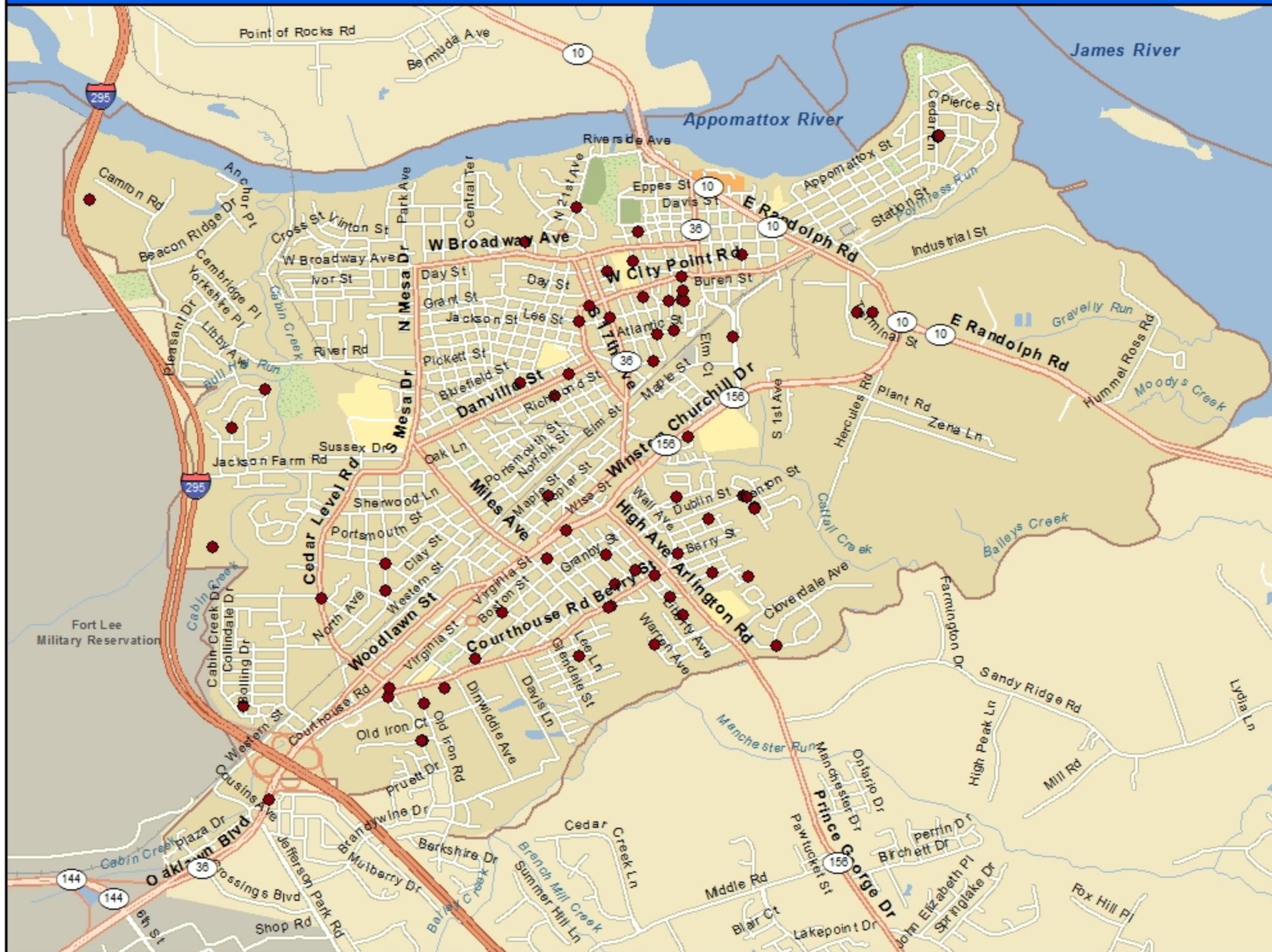
### Adjournment

HOPEWELL POLICE DEPARTMENT  
CRIME SUMMARY  
Reporting Date: December 12, 2019

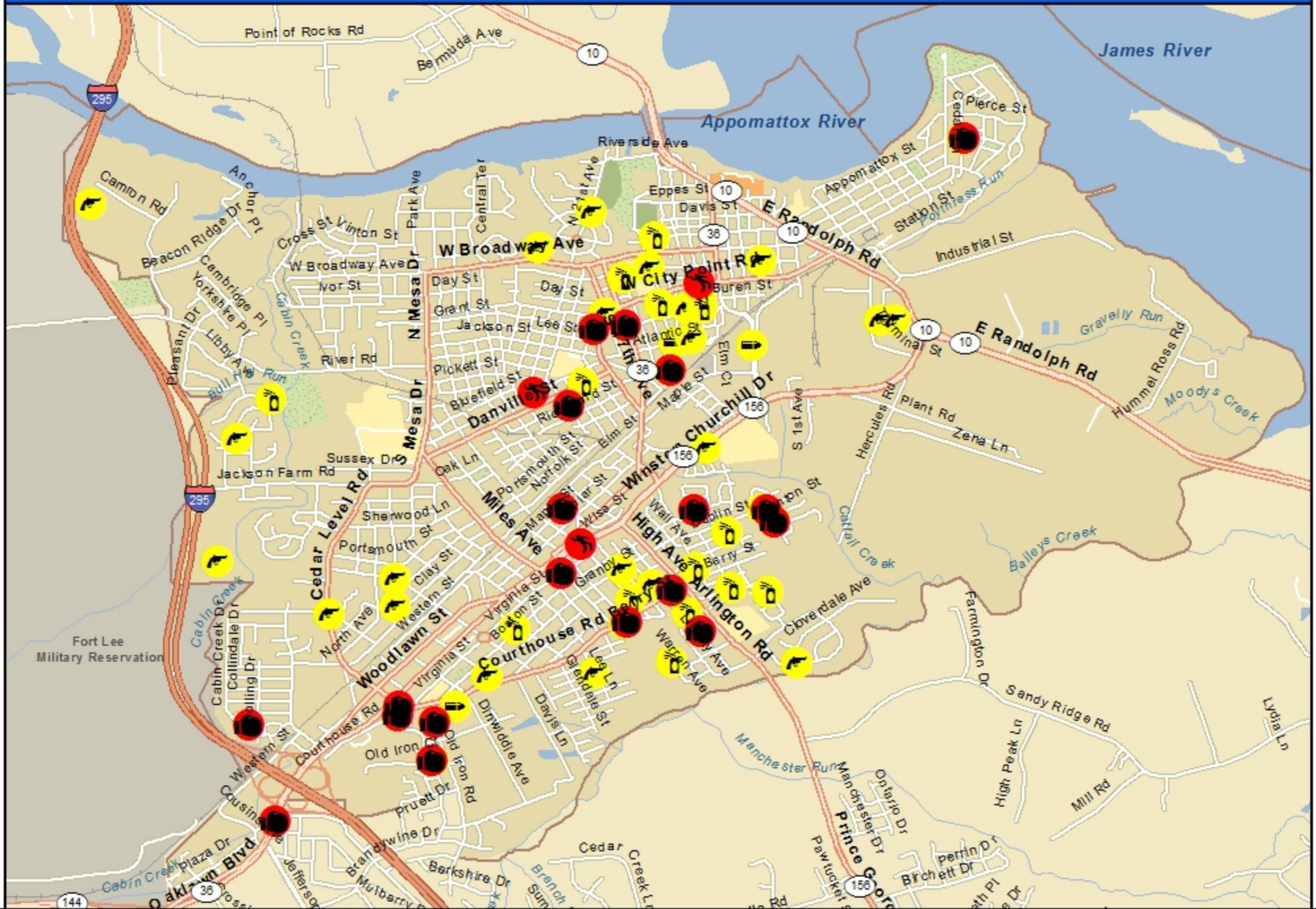
Year Comparison												
		<i>Thru December 8th, 2019</i>										% Change 2010 to 2019
		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	
MURDER		2	2	2	3	4	3	4	1	6	5	150%
FORCIBLE RAPE		10	6	3	4	0	6	3	1	4	2	-80%
ROBBERY		54	40	32	34	27	22	44	28	25	20	-63%
AGGRAVATED ASSAULT		140	94	54	54	53	48	52	48	60	43	-69%
<b>Violent Crime Total</b>		<b>206</b>	<b>142</b>	<b>91</b>	<b>95</b>	<b>84</b>	<b>79</b>	<b>103</b>	<b>78</b>	<b>95</b>	<b>70</b>	-66%
ARSON		7	13	6	0	3	3	2	3	2	3	-57%
BURGLARY		282	315	213	227	137	141	157	134	124	75	-73%
LARCENY		716	604	625	509	488	479	461	398	413	335	-53%
MOTOR VEHICLE THEFT		94	60	49	47	44	39	39	57	32	46	-51%
<b>Property Crime Total</b>		<b>1,099</b>	<b>992</b>	<b>893</b>	<b>783</b>	<b>672</b>	<b>662</b>	<b>659</b>	<b>592</b>	<b>571</b>	<b>459</b>	-58%
<b>Total Major Crime</b>		<b>1,305</b>	<b>1,134</b>	<b>984</b>	<b>878</b>	<b>756</b>	<b>741</b>	<b>762</b>	<b>670</b>	<b>666</b>	<b>529</b>	-59%

*\*Murder, Rape, Assault by # of Victims, All others by # of Incidents\**

# Shooting Crimes 1/1/2019 - 12/8/2019



# Shooting Crimes by Type 1/1/2019 - 12/8/2019



-  HOMICIDE
-  ASSAULT-AGGRAVATED
-  VANDALISM
-  WEAPON LAW OFFENSES
-  SHOTS FIRED





# CITY OF HOPEWELL

## INTRACITY CORRESPONDENCE



DATE: February 27, 2019  
FROM: Kamran Afzal, Chief of Police  
TO: March Altman, City Manager  
SUBJECT: Budget Justification for Additional Sworn Positions

### **Community Engagement/Policing FTEs (Grade 30, Grade 25)**

The Police Department is requesting 8 additional FTEs to establish a full-time cadre of officers to address trust deficit issues with our community and to address crime and disorder issues. Of the 8 additional FTE's one is for a sergeant position and the remaining are for non-supervisory officer position.

- The additional 8 FTEs will serve as the primary community engagement/policing arm of the Police Department and will function as a neighborhood based problem oriented policing team.
  - Each Ward will be assigned a community policing officer and all concerns that do not require immediate intervention will be funneled through this team.
  - The team will work as a collective resource and will address the needs of the community based on prioritization of the issues identified.
  - This team will serve as the liaison between the neighborhood watch groups, non-profits, other city resources and will be the primary arm for social media outreach, educational intervention and to address on-going social/criminal disorder issues affecting our community.

Under the current model of resource allocation, this important function is distributed throughout the department and currently handling calls for service trump any efforts to address on-going issues as evident by the rash of shootings in the last several months.

### **Additional Patrol FTEs (Grade 25)**

The department recently conducted a workload analysis for our patrol section. We are currently authorized 34 officers in our two platoons providing service 24/7 to the city. As we move towards truly being a problem oriented police department in line with the vision set in the 21<sup>st</sup> century policing task force report, patrol officers need time to address issues as they arise. A

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model that has been utilized to determine the right amount of staffing uses patrol officer's encumbered time v. unencumbered time. For a department to be truly at the forefront of serving our community to reduce crime and the perception of crime, it is recommended that an officer has 30 minutes of unencumbered time per hour.

Encumbered time represents calls for service and the amount of time that it takes officer or officers to clear the call to include documentation of the call and processing of a crime scene when applicable. Encumbered time does not include any self-initiated activity that the officer engages in such as traffic stop, directed patrol to address disorder issues or any other activity that does not originate from Communication (Dispatch).

Hopewell PD reviewed our dispatch calls for service for the last three years and even with calls for service declining slightly, our study reflects that based on our calls for service, crime and disorder issues that the Police Department should be at 40 patrol officers. Based on other needs in the city, the Police Department is not able to divert current resources to fill this need.

The study is attached for your review.

**City of Hopewell  
 FY 2020 Operating Budget Request Form  
 Personnel Request**

**Please Enter Information in the Gray Cells**

**Department:** Police  
**Priority Ranking:**  
**Mandated:**  
 If yes, cite Code or Law  
**Position's Title:** Police Sergeant (Grade 30)

<b>1. Personnel Costs</b>	<b>Account Name/Number</b>	<b>Amount</b>
Minimum Salary	11311047 501100	\$ 60,425.82
Benefit Costs (35%)		21,149.04
<b>Total Personnel Costs</b>		<b>\$ 81,574.86</b>

<b>2. Operating Costs (Monthly Charges)</b>	<b>Monthly</b>	<b>Annual</b>
Phone		\$ -
Cell Phone, if applicable		-
Other		-
<b>Total Operating Costs</b>	<b>\$ -</b>	<b>\$ -</b>

<b>3. Capital Costs (One-time Costs)</b>		
Computer		
Vehicle, if applicable	Patrol Vehicle	32,500.00
Other		
<b>Total Capital Costs</b>		<b>\$ 32,500.00</b>

**4. Total Operating (Ongoing) Request for New Position** **\$ 81,574.86**

<b>5. Increased Revenue or Reduced Expenditure that Offset Costs</b>		
Increased Revenue		
Reduced Expenditure		
<b>Net Increase/(Decrease)</b>		<b>\$ 81,574.86</b>

**6. Justification for Position:**  
 One additional Community Engagement Sergeant will work with the team of community engagement patrol officers who will address trust deficit issues with our community and address crime and disorder issues. A vehicle is needed for this position.

**7. Impact if Not Funded:**  
 Instead of being proactive to crime and disorder calls for service, the department will continue to be reactive to crime and disorder calls for service. The cost for one Police Sergeant is \$81,574.86.

**City of Hopewell  
 FY 2020 Operating Budget Request Form  
 Personnel Request**

**Please Enter Information in the Gray Cells**

<b>Department:</b>	Police
<b>Priority Ranking:</b>	
<b>Mandated:</b>	
<b>If yes, cite Code or Law</b>	
<b>Position's Title:</b>	Police Officer (Grade 25)

<b>1. Personnel Costs</b>	<b>Account Name/Number</b>	<b>Amount</b>
Minimum Salary	11311047 501100	\$ 45,153.69
Benefit Costs (35%)		15,803.79
<b>Total Personnel Costs</b>		<b>\$ 60,957.48</b>

<b>2. Operating Costs (Monthly Charges)</b>	<b>Monthly</b>	<b>Annual</b>
Phone		\$ -
Cell Phone, if applicable		-
Other	Uniforms, Weapon, Ballistic Vest	2,500.00
<b>Total Operating Costs</b>	<b>\$ -</b>	<b>\$ 2,500.00</b>

<b>3. Capital Costs (One-time Costs)</b>		
Computer	Panasonic Laptop	\$ 3,300.00
Vehicle, if applicable	Patrol Vehicle (Outfitted)	32,500.00
Other	Body Worn Camera	1,000.00
<b>Total Capital Costs</b>		<b>\$ 36,800.00</b>

<b>4. Total Operating (Ongoing) Request for New Position</b>	<b>\$ 444,202.36</b>	<b>\$ 63,457.48</b>
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<b>5. Increased Revenue or Reduced Expenditure that Offset Costs</b>		
Increased Revenue		
Reduced Expenditure		
<b>Net Increase/(Decrease)</b>	<b>Seven Community Engagement Officers \$ 444,202.36</b>	<b>\$ 63,457.48</b>

**6. Justification for Position:**  
 Seven additional FTEs will address trust deficit issues with our community and address crime and disorder issues. The total cost for salaries and benefits for seven sworn patrol positions is \$444,202.36. The one time capital costs for an officer with a laptop, a BWC, and a vehicle is \$36,800. Each officer needs a laptop

**7. Impact if Not Funded:**  
 Instead of being proactive to crime and disorder calls for service, the department will continue to be reactive to crime and disorder calls for service. The total cost for salaries and benefits for seven sworn patrol positions is \$444,202.36.

**PURPOSE, VISION AND MISSION STATEMENTS**  
**CHIEF'S ADVISORY COMMITTEE ("CAC")**  
**CITY OF HOPEWELL, VIRGINIA**  
December 9, 2019

The CAC was established on October 9, 2019 by Chief Kamran Afzal, Hopewell Police Chief consisting of fifteen (15) committee members and staff members, or at the discretion of the Police Chief.

**Purpose (Chief Afzal):** CAC is to provide the Police Department and the Police Chief with a community's perspective with respect to crime, safety, neighborhood issues and how the Police Department can better integrate with the community we serve and improve our services.

**Vision Statement:** We envision a safe community environment made possible by a strong, positive and trusting relationship between the citizens of Hopewell and the Hopewell Police Department ("HPD"). We recognize the effective delivery of public safety services requires the police partnering together with its citizens to ensure the safety of all its residents and those visiting our community.

**Mission Statement:** It is the purpose of the Chief's Advisory Committee ("CAC") to act in an advisory capacity only to the HPD by bringing to their attention feedback from the community concerning public safety issues and law enforcement needs and actions. To this end, the CAC is devoted to facilitating the flow of ideas relative to police services for the continued improvement of the quality of life of its citizens.

The CAC is tasked with the following objectives:

- To foster understanding and communication between the citizens of Hopewell and the HPD, to review and advise the Chief community relations between HPD and all segments;
- To ensure the equitable treatment of all citizens regardless of race, religion, gender, age, etc. and work to strengthen, throughout the community, the application of equal protection under the law;
- To increase involvement with citizens and police in community oriented programs;

- To review and advise the Chief on personnel policy and procedures as requested by the Chief and/or City Manager;
- To acquaint citizens with the operation of the HPD and its varied activities;
- To serve as a panel to discuss closed internal investigations for discussion purposes and come up with solutions with regards to what processes may be considered in preventing the occurrence of future activities;
- To assist in crime prevention through the distribution of material on crime deterrence;
- To create a strategic plan for CAC for future, define our successes and make an impact by taking small steps;
- To leave politics at the door;
- To generate community interest and involvement in crime prevention, to include community oriented policing and other areas of community relations; and
- Review and make recommendations concerning such other and further matters may be referred to the CAC from time to time by the City Manager or Chief of Police.

**RESPONSIBILITIES, DUTIES AND ROLE OF MEMBERS  
CHIEF'S ADVISORY COMMITTEE ("CAC")  
CITY OF HOPEWELL, VIRGINIA  
December 9, 2019**

**Responsibilities, Duties and Role of CAC Members:** Each CAC Member should understand and accept their responsibilities, duties and role by adhering to the following:

- Attendance and participation in any and all monthly meetings on the 2<sup>nd</sup> Monday of each month at 6:00 p.m. in the Hopewell Police Department Multi-Purpose Room at 150 West Randolph Road, Hopewell, VA 23860. If 2<sup>nd</sup> Monday is a Holiday, CAC would meet on the immediate following Tuesday;
- Members shall be impartial, provide unbiased feedback and maintain a positive information exchange accepting each person brings value to the table;
- Attendance and participation in community held events and community outreach programs sponsored by the CAC;
- Treat each committee member with the ultimate respect and courtesy everyone deserves;
- Work as an unified team and not as an individual;
- Reviewing, conducting research, generating new ideas or solutions, and providing informed recommendations on public policies and procedures, as necessary;
- Assisting in rebuilding and restoring trust and building positive relationships between the Hopewell Police Department and the citizens in our community by volunteering and implementing ways to bring both together;
- Promoting public safety through prevention;
- Be a resource to the Chief in the formation of strategies, development of policing concepts and increasing public awareness regarding policy issues;
- Establishing programs to achieve transparency, increasing credibility, gaining support and educate both HPD and citizens;

- Maintaining the confidentiality of information that is designated as confidential and discussed and/or disclosed during the meetings;
- Think of ideas and ways that CAC will make a positive difference in the community and not just sit around and talk about things – execute and do something;
- Be a team player and volunteer to serve on sub-committees if asked; and most importantly,
- Assisting with HPD in helping to reduce crime and enhance the quality of life for all citizens.

**Items What Not To Do by CAC Members:**

- CAC shall not be a policy-making body because of certain state and local statutory laws which must be followed and observed;
- CAC shall not have any authority to administer corrective actions to department personnel or request an internal affairs investigation;
- CAC shall not be involved in the day-to-day operations of the HPD;
- CAC shall not bring politics to the table or use politics in any fashion or form. Each CAC member should clearly represent every ethnic group in order to be effective in our goals and successes;
- CAC does not condone rude or bad behavior;
- CAC shall not have one person representing and speaking for the committee unless otherwise given permission from the committee members. This committee is designed for everyone to be sharing their ideas and taking on certain duties as requested by the Chief; and
- CAC shall not engage with the media except while in a group setting unless approved by the Chief.

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# CITY OF HOPEWELL

## INTRACITY CORRESPONDENCE



DATE: September 25, 2019

FROM: Kamran Afzal, Chief of Police  
TO: John Altman, City Manager  
SUBJECT: Executive Summary Additional FTEs

The Police Department is requesting consideration for additional FTEs for two different units in our organization. The additional FTES are non-sworn positions. I am attaching additional documents for you to review for complete details; however, the summary is as follows:

### Records

The Police Department is requesting that the current PT positions in the records be converted to a full time FTE. With the move to the new police building, the responsibility to welcome and assist our community has been transferred to the Records Unit. With the only a PT position to assist, the Police Department has had to pull from other resources both within and outside of Records Unit to fill the need to assist our community. Converting the FTES from PT to FT would alleviate taking from other resources and impacting the work they are required to complete as part of their positions. The total cost with benefits for the new FT FTE is \$42,120; however, since we are converting the PT position to FT, the actual increase in cost will be \$23,741.46

### Communication

The Hopewell Police Department Communication organizational structure is far from ideal and does not follow industry or regional practices utilized by our neighboring jurisdiction. The structure, or lack thereof, has caused several issues internally with staff as well as impacting the service they provide to their constituents which includes the public and all three Public Safety Agencies in the city. For example, at full strength, communication center is at minimum staffing of two communication specialist per shift. As the data will show you, our communication center receives approximately 95000 calls per year and drastic changes need to take place.

We are requesting 7 additional FTEs and converting 2 PT position to FT for communication to bring ourselves in-line with industry and regional practices.

1. 911 Center Manager – this job is currently being held by our Administrative Commander, Ms. Parsons. We need an individual that is well versed in this field and though Ms.

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Parson's has become well versed in this field, she has too many other responsibilities that takes her in many different directions. Estimated Grade 30 position; however, the final determination will be determined by the city HR.

2. Three (3) additional first supervisors – The incumbent in the position oversees operations 24/7 and has very little time for supervision/mentoring/training the staff. Adding the 3 supervisory FTES would enable each of the communication squads to have their own supervisor, which is the industry practice. Grade 28 position based on the existing position.
3. Five additional FT Dispatchers – This will include converting two of our PT dispatchers to full time and add three additional dispatchers. Almost every jurisdiction our size, with lot less call volume, have a full staffing of 4 dispatchers/supervisors working per shift. If the requests are approved, we will have a full strength of 4 communication specialist including a supervisor working per shift. From an employee morale perspective, each shift will be able to provide time off on their shift instead of our current practice of paying someone OT so an employee can take PTO and scheduling PTOs a year in advance. From a customer service perspective, this should address issues that are routinely identified by our community and public safety agencies. Grade 21 position based on the existing positions.

The total cost for the additional FTEs for Communication Center is \$493,487.33. Additionally, the department would like to equip our dispatch center with a fourth console and the cost estimated for adding a fourth console is \$25,526.85. This will enable all 4 communication specialist to be able to assist when the need arises. This will also increase our maintenance agreement by approximately \$1300 dollars.

- Total increase in Human Capital Cost \$ 517,228.79
- Total increase in Infrastructure Cost \$ \$25,526.85 (one time cost)
- Maintenance Budget Increase \$1300/year