

**THE LONGVIEW POLICE
DEPARTMENT:
Organizing, Staffing and
Managing to Reduce Crime**

By

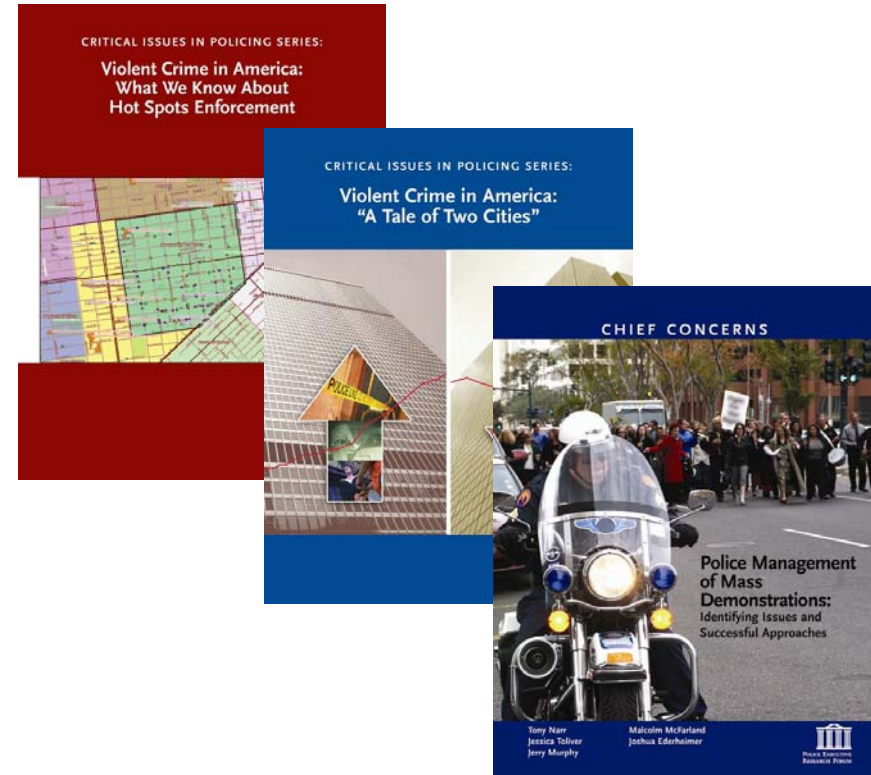
The Police Executive Research Forum
January 2009

Study Focus

- Improve Crime Prevention and Crime Control by:
 - Determining if current staffing is sufficient to meet the needs and expectations of the public and city officials
 - Assessing the department's current staffing strategy and make recommendations for improvement
 - Identifying the community's views about the quality of service currently provided by the Longview Police Department

About the Police Executive Research Forum (PERF)

- PERF is a Washington, D.C.-based non profit research and consulting firm specializing in policing
- PERF has conducted more than 180 management studies of police agencies, as well as many other reports on policing issues



The Community View

- Two Public Forums - September 8th and 10th, 2008
 - open to everyone
 - advertised through the department and media
- Three Focus Group Meetings – invited representatives of:
 - business community
 - faith-based organizations,
 - support service groups (public and non-profit)

Summary: Community Views

- The community is generally satisfied with the leadership of the Longview Police Department
- The police are doing the best they can with what they have, but are understaffed
- The department needs to continue to improve management/labor relationships
- Detectives should be more responsive to crime victims
- The community is willing to be more engaged in working in collaboration with the department
- Support for *Differential Police Response (DPR)* was expressed by the community
- Some want an increased emphasis on crime problems. Others on traffic
- The department should look for ways to improve its relationship with the community, especially youth

Goal: Reduce Longview Crime to Below Washington State Average

- Status in 2007
 - Longview Compared to the State Average and Comparable Washington State Cities
 - Comparable cities population between 30,000 and 40,000
- | | |
|--------------------|---------------|
| • Wenatchee | 30,270 |
| • Walla Walla | 30,900 |
| • University Place | 31,300 |
| • Burien | 31,410 |
| • Bothell | 32,400 |
| • Lynnwood | 35,490 |
| • Longview | 35,710 |
| • Bremerton | 35,810 |
| • Lacey | 35,870 |
| • Marysville | 36,210 |
| • Puyallup | 36,790 |

2007 UCR Crime per 1,000 Population	Statewide	Longview	Comparable City Average
Violent crime per 1,000	3.32	3.75	3.80
Homicide per 1,000	0.03	0.08	0.05
Forcible rape per 1,000	0.41	1.26	0.60
Robbery per 1,000	0.93	1.09	1.17
Aggravated Assault per 1,000	1.96	1.32	2.01
Property crime per 1,000	40.23	65.86	52.49
Burglary per 1,000	8.13	13.44	8.72
Larceny-theft per 1,000	26.29	46.54	36.98
Motor vehicle theft per 1,000	5.80	5.57	6.76
Arson per 1,000	Unavail.	0.31	0.33
Total UCR per 1,000	43.30	69.62	56.29

2007 UCR Crimes in Longview

Crime	2007 Count	Change from 2006
Homicide	3	No Change
Forcible Rape	45	+12.5%
Aggravated Assault	47	-26.56%
Robbery	39	No Change
Burglary	480	-19.06%
Larceny	1662	-18.73%
Motor Vehicle Theft	199	-25.75%
Arson	11	-50.0%
Domestic Violence	477	-8.97%

2008 UCR Crimes in Longview

Part 1 Crime 2007 -2008 Change -15.45%

Crime	Change YTD: 2007 versus 2008
Homicide	-66.67%
Forcible Rape	-24.44%
Aggravated Assault	+53.19%
Robbery	+10.26%
Burglary	-35.42%
Larceny	-12.58%
Motor Vehicle Theft	-18.59%
Arson	+145.45%
Domestic Violence	-6.08%

Summary: the Crime Problem in Longview

- On-going problems of domestic violence (still high volume), alcohol, drugs and DUI although some decreases occurring
- Burglary and theft decreasing but still high volume

Combating Crime in Longview: 3 Major Approaches

- Increase Patrol Staffing
- Create the Community Services Unit
- Enhance, expand Investigations

Staffing: Current Patrol Resources

- From Dispatching Records
- June 1, 2007 – May 31, 2008
- Patrol workload includes:
 - Calls for Service
 - Self Initiated (traffic stops, suspicious persons, possible DUI's)
 - Administrative

Top 15 Calls for Service: June 1, 2007 – May 31, 2008

Suspicious Subject/Circumstances	1167
Welfare Check	928
Alarm / Residential / Vehicle / Trouble	890
911 Hangup	771
Civil Complainants/Civil Standby	681
Theft, Recent	621
Verbal Dispute	607
Harassment Not In Progress / Including By Phone / Violation Of Anti-Harassment Order / Report	505
Juvenile Problems	505
In Progress Domestic Violence Incidents	481
Malicious Mischief, Recent	468
Unwanted Subject	378
Warrant Service	377
Accident Non-Injury, Non Blocking	368
Vehicle Prowl Report	359

AVERAGE TIME CONSUMED Calls for Service

HOUR	SUN	MON	TUE	WED	THU	FRI	SAT
0000	61.4%	40.7%	57.5%	42.9%	59.6%	50.2%	68.1%
0100	69.1%	35.8%	53.9%	37.5%	49.0%	45.7%	69.2%
0200	65.3%	34.0%	50.4%	33.2%	48.6%	44.9%	69.2%
0300	62.5%	33.3%	46.8%	31.8%	48.6%	41.1%	62.7%
0400	57.5%	31.9%	45.4%	31.8%	45.7%	40.0%	57.7%
0500	55.8%	31.2%	45.4%	31.1%	44.5%	36.2%	55.0%
0600	58.4%	35.8%	48.2%	33.1%	42.3%	36.9%	58.8%
0700	63.2%	43.4%	52.9%	38.1%	46.5%	46.5%	63.6%
0800	64.4%	47.9%	59.6%	45.4%	50.4%	55.0%	67.2%
0900	67.6%	53.6%	64.7%	55.0%	59.2%	64.6%	70.4%
1000	72.0%	58.5%	67.5%	56.9%	66.2%	63.8%	76.8%
1100	78.0%	70.6%	74.5%	58.1%	71.2%	74.6%	78.8%
1200	78.0%	77.4%	75.7%	61.5%	73.5%	75.0%	87.2%
1300	39.6%	40.8%	36.8%	34.7%	33.4%	38.3%	43.5%
1400	35.0%	39.0%	39.4%	38.8%	33.0%	39.6%	42.5%
1500	67.5%	83.1%	85.1%	93.9%	80.4%	97.5%	89.4%
1600	66.3%	90.6%	86.9%	85.3%	87.8%	96.1%	82.6%
1700	71.8%	90.2%	86.2%	82.9%	82.7%	90.4%	81.1%
1800	77.6%	90.6%	81.8%	85.3%	78.8%	80.7%	86.4%
1900	71.8%	84.7%	79.3%	94.7%	81.6%	78.6%	82.6%
2000	67.5%	84.3%	66.2%	84.9%	81.6%	80.7%	82.3%
2100	29.6%	40.0%	31.9%	35.9%	36.0%	41.5%	43.7%
2200	57.2%	77.1%	60.7%	71.8%	67.5%	83.1%	88.1%
2300	47.7%	66.1%	47.9%	66.9%	58.1%	73.1%	81.9%

- Longview patrol officers are busy with calls for service response – many times over 60%, many over 80%
- No national standard for CFS time consumed
- Old “rule of thumb” 33% CFS, 33% SI and ADM, 34% “free patrol” time
- **Similar sized cities typically average 40-50% patrol time consumed by calls for service versus 60.9% for Longview**
- Show-up rate = 71% (typical averages for similar cities range from 65% to 75%)

Staffing Recommendations: Patrol

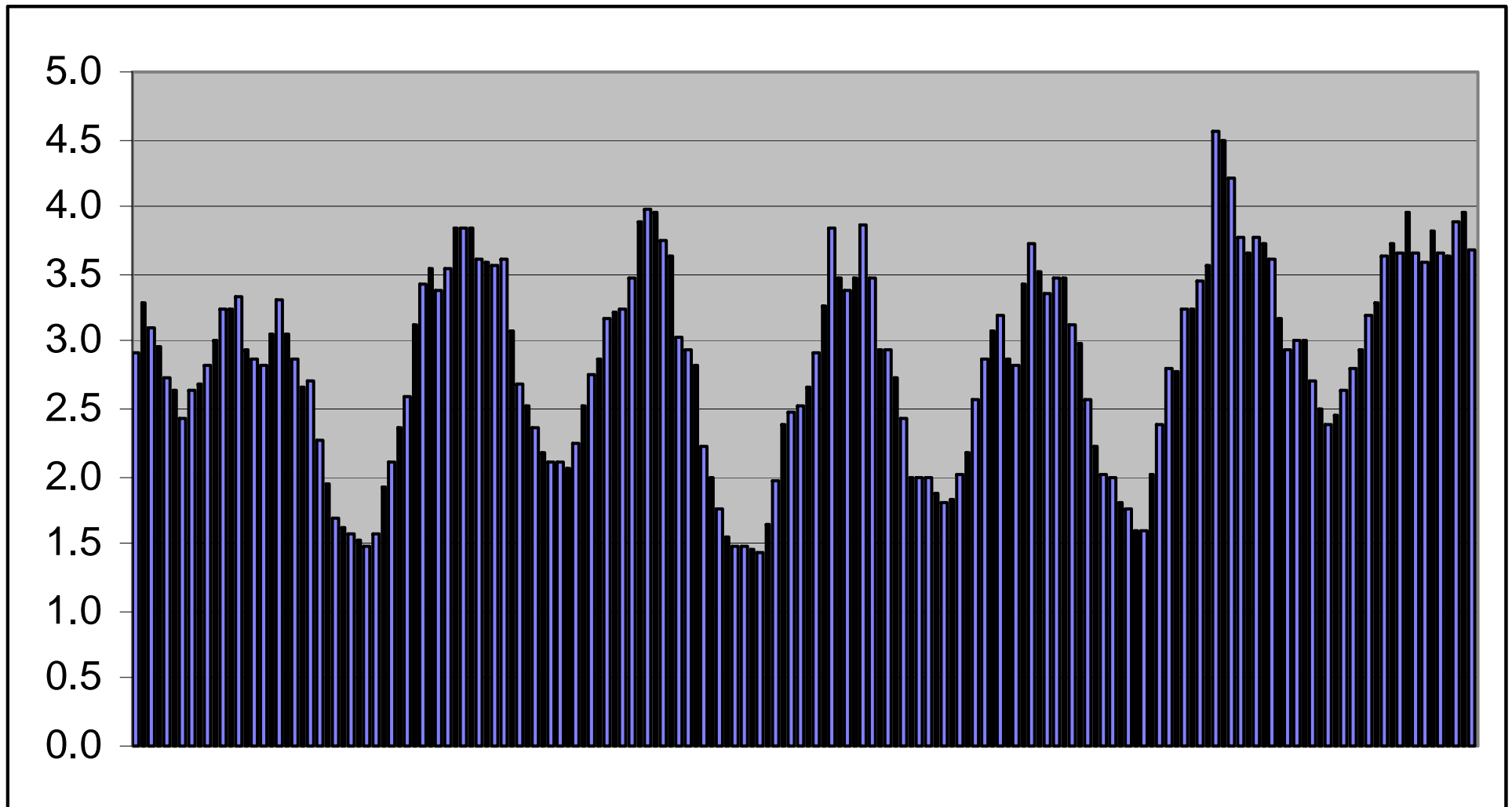
- Add six patrol officers
- Make three corporals positions, one per shift
 - Assist in supervision and respond to calls for service
 - Enhance career development opportunities
- Reduce call for service average time consumed to approximately 50% from 60.9%

AVERAGE TIME CONSUMED Calls for Service with Six Additional Patrol Positions

HOUR	SUN	MON	TUE	WED	THU	FRI	SAT
0000	53.4%	40.7%	57.5%	37.2%	50.8%	43.2%	58.5%
0100	60.1%	35.8%	53.9%	32.5%	41.7%	39.3%	59.5%
0200	56.8%	34.0%	50.4%	28.8%	41.4%	38.7%	59.5%
0300	54.3%	33.3%	46.8%	27.6%	41.4%	35.4%	53.9%
0400	50.1%	31.9%	45.4%	27.6%	38.9%	34.5%	49.6%
0500	48.5%	31.2%	45.4%	27.0%	37.9%	31.2%	47.3%
0600	49.9%	35.8%	48.2%	28.4%	36.4%	31.7%	50.2%
0700	54.0%	37.4%	45.4%	32.7%	35.1%	35.1%	47.4%
0800	55.0%	41.3%	51.1%	39.0%	37.9%	41.4%	50.1%
0900	57.8%	46.2%	55.4%	47.3%	44.6%	48.7%	52.5%
1000	61.5%	50.4%	57.8%	48.9%	49.8%	48.1%	57.3%
1100	66.6%	60.8%	63.8%	49.9%	53.6%	56.2%	58.8%
1200	66.6%	66.6%	64.9%	52.9%	55.3%	56.5%	65.0%
1300	33.9%	32.7%	29.6%	27.7%	23.6%	27.5%	32.7%
1400	30.0%	31.3%	31.8%	31.0%	23.4%	28.4%	32.0%
1500	57.8%	62.3%	65.0%	69.7%	60.3%	74.8%	67.7%
1600	56.8%	67.9%	66.4%	63.3%	65.8%	73.7%	62.5%
1700	61.5%	67.6%	65.8%	61.5%	62.0%	69.3%	61.4%
1800	66.5%	67.9%	62.5%	63.3%	59.1%	61.9%	65.4%
1900	61.5%	63.5%	60.5%	70.3%	61.1%	60.2%	62.5%
2000	57.8%	63.2%	50.5%	63.0%	61.1%	61.9%	62.3%
2100	25.6%	34.5%	27.6%	30.6%	27.1%	31.5%	35.3%
2200	57.2%	77.1%	52.7%	61.2%	58.2%	71.4%	76.1%
2300	47.7%	66.1%	41.5%	57.0%	50.1%	62.8%	70.7%

Alternative Schedules

Calls for Service Workload – Day of the Week Averages
(With week beginning on Sunday)



Establish Community Services Unit

- Provide high quality community outreach
- Headed by a sergeant
- New youth services officer
 - Develop and oversee new activities such as a Youth Activities League, Explorer Post and Cadet Program to help facilitate the department's community policing efforts as well as build the next generation of officers from the community.
- Two traffic officers
- Two School Resources Officers
- Three CSOs (new Burglary Project)

Create a Burglary Prevention Program

- Designate new CSO as the “Burglary Prevention Specialist”
- Frequently and rigorously monitor all possible “fenced” goods outlets
- Process all burglary scenes
- Canvass burglary neighborhoods and offer burglary prevention information
- “If you can’t help us solve that burglary, let us help prevent you from becoming a burglary victim.”

Investigations: Enhance CIU

- Add Civilian Investigator to the Criminal Investigations Unit
 - Handle misdemeanor cases the unit is currently unable to address. This will provide improved service to the community while contributing to the goal of crime reduction by holding misdemeanor offenders accountable for their actions.
- Add a Detective to CID
 - To be primarily responsible for felony and misdemeanor domestic violence cases
 - Represent the department with domestic violence advocacy groups and other private, public and non-profit entities working to break the “cycle of violence” associated with domestic violence

Fully Staff the Street Crimes Unit

- Data indicates the SCU is an effective team in arresting offenders and providing additional enforcement activities in those areas of the city most in need of police presence.
- The unit has the flexibility in work hours and days and deployment strategies (uniform and plain clothes).
- This unit should also be charged with responsibility for serving arrest warrants, thereby removing wanted suspects from the neighborhoods.

Add Corporal positions to Criminal Investigations and Street Crimes

- Add resources and assist with supervision
- Provide career development opportunities and prepare members for increased responsibility

Staffing Recommendations Summary

- Create 5 corporal positions
 - 3 new patrol positions
 - 1 new investigations
 - 1 converted position in street crimes
- Add 3 other patrol officers
- Add youth services officer (sworn)
- Add Burglary Program CSO
- Add civilian investigator
- Add Captains' clerk/secretary

Total Added = 8 sworn, 3 civilians

Reinforce Community Policing / Problem Solving Approach

- Think in terms of problems not incidents
- Enhance collaboration with the community to prevent and control crime and disorder to develop problem solving strategies
- Continue to enhance analysis capability
- Develop problem solving assessment strategies and report back to the community
- Incorporate community problem skill and knowledge into performance evaluation and the promotional process
- Improve department communication vertically and horizontally regarding crime and disorder problems and community concerns

Technology

- The LPD should explore a regional approach to red light cameras and speeding technology
- The LPD should explore a web-based crime reporting system
- The LPD should seek an improved interface between the computer aided dispatch system and the records management system

Hiring, Recruitment, Retention

- Continue “Over-Hiring”
 - In a police department the size of Longview vacancies have a particularly adverse impact on staffing and therefore the delivery of service to the community
 - When future vacancies are anticipated, the police department should be allowed to over hire to maintain the authorized strength of the department

Continued Focus on Recruitment

- Goal Setting
 - Establish recruitment goals that include the number and diversity of recruits desired
 - Long term plan accounting for both retirement and expected attrition
- Develop Recruitment Strategy
 - Establish recruitment “team” representing LPD’s diversity
 - Employee monetary incentive
 - Outdoor media – billboards, signage
 - Community events – participate with recruitment presence
 - Local community college and universities
 - Military personnel
 - Expand reserve corps as entry position into the organization
 - Bi-lingual incentive

Focus on Retention

- Selection Process – maintain timely process to prevent losing excellent applicants
 - Lateral – streamline process without compromising quality of hires
- Retention
 - Continue to offer comparable compensation and benefit package
 - Importance of FTO program and FTO Officers
 - Professional development, add corporals

Facility

- The City should begin planning for a new Criminal Justice Center/Public Safety Building
 - Criminal Justice agencies
 - Fire Department
 - Multi-purpose

Fleet

- Explore alternative energy vehicles
- Consider “Take-home” plan
- Track vehicle ability to better determine optimal size of patrol fleet
- Determine need and/or replace special purpose vehicles

Summary: Reducing Crime

- Increased patrol staffing should lead to increased community engagement and improved work quality
- The department needs to monitor the impact of growth on policing needs
- The Community Services Unit should focus, initially, on the Highlands
- The department should maintain a focus on volunteers
- Investigations needs to be re-engineered
- Technology needs to be enhanced
- The department needs to monitor the impact of its improved productivity on other criminal justice agencies