

Longview Crime Reduction Strategy

Goal: Reduce Longview Crime to Below Washington State Average

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What is a Police Strategic Plan?

A strategic plan aligns employee behaviors with organization goals and answers 3 basic questions:

- Where are we going as an organization?
- What is our environment?
- How will we get there?

The International Association of Chiefs of Police (IACP) is one of the premier organizations that conducts police operations studies and assists police departments in developing strategic plans. The IACP general methodology is as follows:

- Evaluate the degree to which police department goals, objectives, and operations conform to the expectations of the parent government and the public.
- Identify crimes, victims, and service areas that require more effective response.
- Identify/design the style of policing most appropriate to a community.
- Evaluate how well a department is organized to conduct operations.
- Project future workload and service demands.
- Specify optimum levels of personnel needed to conduct current and future departmental operations.
- Identify policies, procedures, and operations that comply with professional police standards.
- Identify policies, procedures, and operations that do not comply with professional police standards.
- Evaluate how productively personnel and other resources are used to conduct current operations.
- Identify state-of-the-art programs, methods, and technology to increase police effectiveness and productivity and to reduce costs.
- Identify functions performed by a department that can be performed more effectively by alternative means and/or agencies.
- Identify functions not being performed by police that should be.
- Analyze law enforcement and administrative issues of special concern to governmental officials, the department, and the public.

Why is LPD embarking on this approach?

The Longview Police Department has been given the opportunity to develop a three to five-year strategic plan to help guide the organization as it moves forward to address organizational and community needs. In its “2007 Strategic Initiatives”, the Longview City Council identified as its number one priority the need to develop a community policing plan to increase public safety efforts that will help reduce the City’s crime rates to below the state average.¹ Longview has consistently had one of the highest crime rates per capita in Washington State for reported crimes. The Council identified drugs (the sale, use and abuse of drugs) as being a major causal element of the reported crime problem and charged the police department with finding ways to partner with other agencies within the criminal justice system, including prosecution and the courts. The department was also directed to investigate the possibility of creating a “youth court” and to explore ways to improve landlord/tenant relationships within the City.

In response to the Council’s direction, the Longview Police Department identified an internal focus group to examine the operations of the police department and to identify stakeholders and partnerships (both from within as well as outside the criminal justice system) from which to develop a three to five-year strategic plan. The assistance of a professional consultant(s) specializing in the development of strategic plans for law enforcement agencies will be sought to help develop a plan unique to the Longview Police Department organization and the City of Longview.

The demands placed upon a police agency are unique and, as such, present unique and challenging issues for agencies and local governments to address in order to meet the needs of their communities. Part of the challenge is that policing is a twenty-four hours a day, seven days a week proposition. Even when officers are not responding to calls for service, they are expected to be proactively patrolling the community or to be involved in some type of community policing effort to address community issues. To meet community policing standards, it is imperative that officers have discretionary or “off-call” time to be able to address community needs and be proactive, as opposed to merely responding to calls for service. Failure to have adequate “off-call” time results in always being “at least one step behind” the problem---in other words, police personnel are responding to calls for help “after” something has happened as opposed to trying to prevent it from happening to begin with. This is the very heart of community policing and problem solving. It is often made even more difficult by the fact that law enforcement does not just handle criminal matters. Police are frequently called to assist with civil issues such as landlord/tenant disputes and issues involving civil contracts or relationships. While these types of calls are generally not emergencies, they are quality of life issues and as such often require outside intervention (if for no other reason than to keep the peace).

¹ Document entitled “Longview City Council’s 2007 Strategic Initiatives”, page 4, revised July 2006.

BACKGROUND ---

The Longview Police Department serves an estimated population of 35,000 (within the City limits). Intuitively it must be presumed that the 2000 census estimates that Longview's daytime population of 42,000 is no longer adequate. In addition to the population of Longview, the adjoining City of Kelso has a population of approximately 12,000. Longview is the largest city located within Cowlitz County, Washington, and as such contains the largest number of retail and service destinations as well as a large manufacturing and commercial business base. The city is centrally located along a number of major arterial highways, resulting in a large amount of vehicular traffic and people passing through or using its services on any given day.

Increases in the average number of calls for service for the police department were proportional to the relatively low population increases experienced during the 1990's and through 2005. According to City of Longview Finance Director Kurt Sacha, the City experienced an economic downturn between 2000 and 2005. 2005 marked the beginning of an economic upturn which appears to be continuing at this time. During the period from 2000 to 2005, the Longview Police Department experienced a 17% overall increase in the number of calls for service, 22 to 25% of which were classified as priority calls requiring an immediate (and usually multiple officer) response. Serious crimes (Part I Crimes) increased by 27% in 2003, but declined by 13% the following year in 2004. There were 36,818 total calls for service in 2006, of which 9,568 (26%) were priority calls.²

In addition, the City Council also directed that LPD address improving crime and quality of life issues in the Highlands as part of its strategic plan. The Highlands is the area bordered by Oregon Way on the east, Beech Street/30th Ave. on the north, Industrial Way on the south and Washington Way on the west. The "Highlands" is generally composed of areas of lower income households and lower property values, with a large number of rental properties owned by absentee-owners. Police calls for service in the "Highlands" area are disproportionate when compared to overall calls for service for the City of Longview. While the "Highlands" area neighborhoods make up approximately only 13.1% of the total area of the City of Longview (as per the 2000 Census data), during the five-year period from 2000 through 2005 a disproportionate number of calls for service originated with the Highlands area.

Ideas for improving conditions in the Highlands are further addressed under the Community Policing section under "*Highlands*" on page 14 and 15.

² 2007 Longview Police Department Crime Report entitled "The Longview Crime Picture: The Police Department's Perspective", February 24, 2007.

What has LPD been doing to prepare?

Since the February 2007 Council workshop from which the Council goal of reducing crime in Longview to below the State average was announced, LPD has been preparing and researching what will be required to accomplish the goal. It was evident from the start that such a specific and ambitious objective would constitute a transformational change for the City and LPD on the scale of a sea change. To meet this bold challenge, nothing less than a comprehensive strategic plan researched and developed by a premier law enforcement leadership organization would suffice. Two premier law enforcement leadership organizations were immediately identified; International Association of Chiefs of Police (IACP) and Police Executive Research Forum (PERF). During initial contacts with these organizations, which seem eager to assist, it was recognized that prior to creating an RFP or engaging in potential contract talks with either of these organizations, it would be advantageous for LPD personnel to have a better understanding of police strategic plans as well as identifying areas of concern specific to LPD for the assessors to focus on.

To this end, LPD staff has reviewed approximately 20 strategic plans from other police departments from Washington, Oregon, California, and other states. In addition, LPD administration reviewed current department systems, strategies, and deployment and its findings served as the framework for facilitating an LPD personnel focus group to further flesh out areas of importance and concern. The results of these efforts are discussed in the following section.

What has been learned?

From the focus group response, review of LPD's current strategies and deployment plus the evaluation of other police department strategic plans, approximately 37 areas of focus or concern were discerned. These areas broke down into the following themes which are listed in alphabetical order:

- ✓ Benchmarks for strategic plan accomplishment
- ✓ Citizen involvement to include participation in developing LPD's plan
- ✓ Community policing [crime prevention]
- ✓ Cyber crimes
- ✓ Downtown related issues
- ✓ Reduction strategies re. drug related crimes
- ✓ Employee satisfaction
- ✓ Equipment
- ✓ Facilities
- ✓ Fraud & ID theft
- ✓ Funding issues
- ✓ Hate crimes
- ✓ Highlands improvement
- ✓ Homeland security
- ✓ Internal LPD Operations
- ✓ Jail issues
- ✓ Legislation issues related to effective crime reduction strategies
- ✓ Media (news)
- ✓ Nuisance Abatement
- ✓ Paperwork (improve systems flow)
- ✓ Prioritization of resources (radio calls- response to barking dogs, etc.)
- ✓ Private security
- ✓ Prisoner re-entry into community
- ✓ Recruitment and hiring issues
- ✓ Regionalization
- ✓ Satellite Office
- ✓ Sex offender management
- ✓ Stakeholders (impacted)- both criminal justice & non-criminal justice partners
- ✓ Staffing
- ✓ Succession planning
- ✓ Technology
- ✓ Timetable for plan implementation
- ✓ Traffic safety issues
- ✓ Training

Each of these areas of concern is complex and intersects with or is interdependent on one or more other areas. For purposes of report brevity and clarity, the authors have chosen to focus on the more critical issues that will most affect the development of LPD's strategic plan. There are 10 areas that meet these criteria:

- ✚ Benchmarks
- ✚ Stakeholders
- ✚ Community policing
- ✚ Highlands
- ✚ Staffing
- ✚ Fleet and Equipment
- ✚ Cost Management /Funding issues
- ✚ Internal Operations
- ✚ Technology
- ✚ Facilities

Benchmarks

The focus group identified the need for a strategic plan to establish dates by which to accomplish some of the elements of the plan. Specifically, the plan would need to:

- Set a target date to accomplish the goal of reducing the over-all crime rate in Longview to below the state average for comparable cities
- Set a start date for the 3 to 5 year time frame of the Strategic Plan to begin
- Establish due dates and frequency for satisfaction surveys of citizen groups, employees and stakeholders
- Determine methods to be used to accomplish the surveys --- i.e. mail-in surveys in utility billings, on-line surveys, random or targeted surveys of citizens who have had contact with LPD for any reason during a determined period of time, etc.

An example of clear and concise police performance measurements are captured from the Eugene Police Department's 2006 Strategic Plan:

Eugene PD (Appendix B)

Patrol Services

Section 3: Performance Measures

Program Objective #1: Appropriately triage and respond to calls for service so that responses meet established response time standards. Develop a "layered" priority system so that service expectations and capacity can be balanced against other priority needs.

Performance Measure 1.1: Staff and deploy patrol officers so that Level-1 call response targets are achieved 90% of the time.

Performance Measure 1.2: Staff and deploy patrol officers so that Level-2 call response targets are achieved 90% of the time.

Performance Measure 1.3: Staff and deploy patrol officers so that Level-3 call response targets are achieved 90% of the time.

Performance Measure 1.4: Staff and deploy patrol officers so that Level-4 call response targets are achieved 90% of the time.

Performance Measure 1.5: To support the new call response strategy, develop and implement a change for call response from Priorities 1-5 to Levels 1-4 by June 3, 2006, including the evaluation of lesser-priority call-type responses that may be temporarily or permanently discontinued.

Performance Measure 1.6: Develop and implement a new patrol districting strategy by June 30, 2006 to support the new Neighborhood-Based Community Policing Initiative under development.

Program Objective #2: Meet the demand for special and outside requests for police officers.

Performance Measure 2.1: Meet the demand for special duty and outside overtime requests 90% of the time without forcing mandatory drafts.

Performance measure 2.2: By June 30, 2006, develop a triage system for outside overtime requests to minimize those that result in mandatory drafts.

Program Objective #3: Provide follow-up investigations of low level criminal and nuisance activities that require attention beyond initial call response and preliminary investigation.

Performance Measure 3.1: Conduct follow-up investigations for low-level criminal and nuisance crimes and violations within assigned timeframes.

Program Objective #4: Basic Community policing activities such as problem-oriented policing (POP) projects and involvement of patrol officers in neighborhood meetings will resume in 2006.

Performance Measure 4.1: Provide requested support for crime prevention and neighborhood watch programs.

Performance Measure 4.2: Each beat officer will attend at least one neighborhood meeting during FY06.

Stake Holders

The importance of stakeholders or partners to LPD's crime reduction efforts cannot be understated. Without inclusion, cooperation, and coordination with these groups LPD's efforts will only have limited success. If done right, the synergy of collaboration can achieve a degree of leverage that is only available by aligning LPD's efforts with that of its partners. The stakeholders or partners were broken down into two groups; Criminal Justice Stakeholders and Non-Criminal Justice Stakeholders.

Criminal Justice Stakeholders

- Police Guild
- AFSCME
- ATF (Alcohol, Tobacco, Firearms)
- Liquor Control Board
- WA State Attorney General
- U.S. Attorney General

- City Attorney
- Cowlitz County Prosecutor
- Cowlitz County Public Defenders
- Cowlitz County Jail
- Cowlitz County Records
- Cowlitz County 9-1-1
- Cowlitz Wahkiakum Narcotics Task Force
- Cowlitz County Sheriff's Office
- Courts
- Customs
- Drug Court
- Kelso PD
- Castle Rock PD
- Woodland PD
- Kalama PD
- Washington State Patrol
- Department Of Corrections
- FBI
- Drug Enforcement Administration
- US Marshals
- Crime Stoppers
- ICE (Immigration Customs Enforcement)
- Juvenile detention and court
- Gambling commission
- Department of Social Health Services
- JRA - Juvenile Rehabilitation Administration
- Fish and Wildlife
- United States Postal Service
- Social Security

Non-Criminal Justice Stakeholders

- Other City of Longview Departments (i.e. Community Development, Legal, Executive, I.T., Parks & Rec., Traffic Dept., Transit, Fire and Library)
- Local community service groups (Kiwanis, Lions, Rotary, etc.)
- H.A.R.P. (Highland Area Renewal Project – “re-energize”?)
- H.A.B.C. (Highland Area Beautification Committee)
- WEYCO Foundation
- DV / Sexual assault Task Force
- Health Dept
- Humane Society
- School district
- C.M.A.T. (Cowlitz Meth Action Team)
- Local elected officials
- State and federal elected officials/legislators
- Pathways 2020
- LV / Kelso Chamber of Commerce
- Council of Governments
 - Highlands strategy
- CAP
- CPS
- Drug Free Communities
- Habitat for Humanity
- News media
- Ethnic Support Council
- LCC
- Educational School District 112

- Business community
- Cowlitz County Anti-fraud coalition
- Substance Abuse coalition
- Emergency support shelter
- St John Medical Center
- Mental health
- DAPC – Drug abuse prevention center
- Private security
- Social Security
- HUD

Community Policing

To borrow a quote from former Chief of Police Bob Burgreen, “We are not an occupying army. We are YOUR police department.” The sentiment Chief Burgreen was expressing here is that the police work for the community and, as such, cannot function without the support of that community. There can be neither true progress nor any lasting solutions without a sincere and dedicated working relationship between the police department and the community which it serves. The LPD focus group identified community policing as being a major and integral part of any strategic plan adopted by the department.

Many are familiar with the sociological theory of “Broken Windows” (first published in 1982 by Dr. James Q. Wilson and George L. Kelling) which deals with the need to address quality of life issues in neighborhoods in order to create better communities. This theory holds that it is of paramount importance that issues such as abandoned vehicles and run down or deteriorated buildings and geographical areas (hence, “broken windows”) be dealt with in order to promote healthy communities. The theory of “Broken Windows” is still the predominant driving force behind most community policing efforts in this country, but its main underlying concept is the need for police to bear most of the burden to address identified quality of life issues in a community.

In 1997, Dr. Felton Earls, a professor of human behavior and development at the Harvard School of Public Health, published a new theory concerning the health of communities. Dr. Earls’ theory of “Collective Efficacy” concerns the overall health of communities, as opposed to focusing solely on issues of crime and criminal behavior. His body of work, which has been widely recognized as pioneering in its approach to community issues, looks at a number of factors (besides just crime) concerning the citizens of a community: drug use, school performance, birth weights, general health issues prevalent in the community, sexual behavior, as well as a number of other issues. The core assertion of Dr. Earls’ theory of “collective efficacy” is that the health of a community is a direct reflection of the commitment of its citizens to strive for what they perceive as being an acceptable standard of living. Dr. Earls credits the idea for his theory to his observation of a community garden in a housing project in Boston. The garden was planted on a vacant lot in a disadvantaged area of the city, yet it was well tended and cared for. A sign

was posted in the garden that simply stated, “Please respect our efforts.” Based on this observation, Dr. Earls began to study the issue of community health and the variables that might influence it. He concluded that the most important influence on a neighborhood’s crime rate was the residents’ willingness to act, when needed, for one another’s benefit, particularly for the benefit of one another’s children.³ This, in turn, results in less tolerance for unacceptable behaviors and, ultimately, a higher standard of community health. A major part of the theory of collective efficacy involves people talking to one another to exchange ideas and working with the police and other public entities to access resources and address identified issues which affect the health of their community.

Both approaches (“Broken Windows” and “Collective Efficacy”) seem to have merit with regard to addressing issues and both depend on a common denominator---the police working with the community to address issues relating to the betterment of the collective community. Neither theory offers a specific, exact blueprint for addressing issues within a community, but rather both are dependent on the particular needs and resources of the community which is trying to address issues. A number of specific programs or areas were identified by the LPD focus group as being essential to developing and implementing a consistent, long term community policing effort:

- Block Watch- This program needs to be expanded to all parts of the City and a Business Watch counterpart should be adopted.
- Senior Lead Officer Program – The program would initially consist of at least one officer who would be assigned full time to work on community policing issues. This officer would serve as a kind of ombudsman, working with the community to identify issues and help identify and direct available department, city and other resources to help address those issues. One of the areas in which this officer would concentrate his or her efforts would be the Highlands area.
- C.S.O. (Community Service Officer) – The addition of one or more additional C.S.O.’s would allow the department to expand its current successful Block Watch program to additional areas, including the development of a Business Block Watch program to work with area businesses on topics such as C.P.T.E.D. (Crime Prevention Through Environmental Design), identity theft and fraud education and information sharing among businesses and business organizations.
- Mediation Services – The ability to offer some type of mediation service for parties (particularly landlords and tenants) in disputes was identified as being a very desirable goal. This service could be offered through the Highlands Satellite Office (of LPD) and could encompass the use of a volunteer attorney or other person with some background in civil issues to help facilitate the mediation process.
- Youth Programs – Several programs were identified as being beneficial in helping work with community youth, particularly at risk youth. The proposed youth programs offer Longview benefits on several fronts. Youth programs, by offering leadership training and education help instill the virtues of citizenship, while

³ “*Scientist at Work*”, “On Crime as Science (a Neighbor at a Time)”, January 6, 2004, crab.rutgers.edu/~goertzel/CollectiveEfficacyEarls.html

offering alternatives to crime and gang lifestyles. As will be discussed later in this section, a robust and coordinated police explorer program and a police cadet program can benefit LPD's recruitment efforts.

- The police explorer program is for boys and girls 14-21 years of age. Exploring is Learning for Life's career education program for young men and women who are 14 (and have completed the eighth grade) or 15-20 years old. Adults are selected by the participating organization for involvement in the program. Color, race, religion, gender, sexual orientation, ethnic background, economic status, or citizenship is not a criterion for participation. Exploring's purpose is to provide experiences to help young people mature and to prepare them to become responsible and caring adults. Explorers are ready to investigate the meaning of interdependence in their personal relationships and communities.

Exploring is based on a unique and dynamic relationship between youth and the organizations in their communities. Departments or agencies initiate an Explorer Post by matching their people and program resources to the interests of young people in the community. The result is a program of activities that helps youth pursue their interests, grow, and develop.

The program is sanctioned through and is a part of the Boy Scouts of America. Police explorer scouts attend an "Explorer Academy" taught by police officers. The academy covers Washington laws, police patrol procedures (Crime scene investigation, traffic enforcement, search & seizure laws, etc.), leadership theory, and physical fitness. Police explorer scouts attend the academy and perform explorer duties in their own special uniform. Upon completion of the academy, explorer scouts will continue to train and learn by attending regular meetings at the police station always under the supervision of a police officer.

In addition to assisting at department or city functions, explorer scouts will also take part in field trips and limited ride-alongs with patrol officers. The goal of a police explorer post is to build strong minds and bodies by capitalizing on young people's natural curiosity and interest in law enforcement.

- The police cadet program would be made up of part-time LPD employees preferably from the ranks of our explorer post. This program would be geared for successful police explorers who reach the maximum age limit (for explorer), are still interested in a career as a police officer and will be entering college. Ideally, the former explorer, now paid employee will use their explorer knowledge to perform non-emergency functions at the police station while attending college until they reach the age of 21 and are then eligible to apply for police officer.

- The Police Activities League (PAL) is a national program geared for youths 5- 18 years of age. The PAL website describes the program as: "... a youth crime prevention program that utilizes educational, athletic and recreational activities to create trust and understanding between police officers and youth. It is based on the conviction that young people - if they are reached early enough - can develop strong positive attitudes towards police officers in their journey through life toward the goal of maturity and good citizenship. The PAL program brings youth under the supervision and positive influence of a law enforcement agency and expands public awareness about the role of a police officer and the reinforcement of the responsible values and attitudes instilled in young people by their parents.

Studies have shown that if a young person respects a police officer on the ball field, gym or classroom, the youth will likely come to respect the laws that police officers enforce. Such respect is beneficial to the youth, the police officer, the neighborhood and the business community.

- Youth Court
Youth Courts operate from a "restorative justice" principle in that it attempts to stem further criminal activity, reintegrate the offending youth back into the community, and when appropriate provide opportunities for victims and community members to participate in the justice process.

The 2005 executive summary from, "Youth Court: A Community Solution for Embracing At-Risk Youth" describes the youth court program:

Youth court is a rapidly expanding alternative to the juvenile justice system for young people who have committed non-violent offenses, growing from 78 programs in 1994 to 1,035 in March 2005. Youth volunteers, under the supervision of adult volunteers, work as bailiffs, clerks, jury and judges, questioning the offender, debating and imposing sentences. The programs goal is to intervene in early antisocial, delinquent, and criminal behaviors to reduce incidents and prevent the escalation of such behaviors.

- Develop partnerships with other agencies (both public and private) and work within the local criminal justice system to identify and look for solutions or alternatives to issues pertinent to the community. This includes working more closely with the City of Longview Prosecuting Attorney's Office, the Cowlitz County Prosecutor's Office and the Court system (District and Superior Courts, including the Juvenile Superior Court).
- Crime Analysis – The ability to access detailed and current crime data is essential to any community policing or problem oriented policing effort. The focus group identified the need to improve the current information system (i.e. computer and data systems) to allow for real time analysis of data. The current system configuration consists of a PRC CAD system which does not "talk" directly to the

Spillman RMS (Records Management System) because there is no “switch” (i.e. program) which allows data from CAD to be automatically downloaded or accessed by the RMS. Data is currently manually entered into the RMS system by records specialists at the Cowlitz County Law Enforcement Records Department, a process which can take from several weeks up to six weeks, depending on work load. Timely data entry would allow for retrieval of current, up to date information which could be used to better deploy resources (i.e. targeted traffic enforcement to identified problem areas, targeted emphasis patrols to specific areas based on identified calls for service or trends, etc.).

One particularly desirable goal for the management of the department would be the adoption of a COMPSTAT hybrid model as a basis for deployment of LPD resources to respond to identified community needs and crime patterns. COMPSTAT (COMPUterSTATistics or COMPARativeSTATistics) is the name given to the New York Police Department’s accountability process which has proven to be highly successful in identifying and addressing community problems. It has been adopted in various forms by many other police departments and can be described as a management philosophy or organizational management tool for police departments. It is highly dependent on timely and readily available crime analysis data.

- Community Meetings - Another area identified by the focus group was the need to hold periodic community meetings at various neighborhood locations within the city to allow citizen interaction between the police department, nuisance abatement and other city departments as necessary.
- Citizens Advisory Board - The police chief is recommending investigating the benefits to the organization of creating a new police citizens advisory board to build trust by demonstrating the department’s willingness for transparency and improving the connection between the community to the department.

Highlands

The area known as the “Highlands” was specifically identified by the City Council as an area to be addressed in the police department’s strategic plan. This is the area bordered by Oregon Way on the east, Beech Street/30th Ave. on the north, Industrial Way on the south and Washington Way on the west. The “Highlands” is generally composed of areas of lower income households and lower property values with a significant number of rental properties owned by absentee-owners. Police calls for service in the “Highlands” area are disproportionate when compared to overall calls for service for the City of Longview. While the “Highlands” area neighborhood makes up approximately 13.1% of the total area of the City of Longview (as per 2000 census data), during the five-year period from 2000 through 2005 the following percentages of calls for service originated within its geographical area:

- 22% of all “priority 1” (reported as life-threatening) calls for service received
- 15% of all “priority 2” (requiring immediate response) calls for service received
- 18% of all “priority 3” (non-emergency, but requiring a response as soon as possible) calls for service received
- 20% of all “priority 4” (non-emergency) calls for service received

The LPD focus group identified a number of areas and programs to help address community issues within the “Highlands”. The following areas and programs were suggested:

- The implementation of a SENIOR LEAD OFFICER PROGRAM - This program would initially consist of at least one full-time officer (an additional budgeted position) who would be assigned to work full time on community policing issues in the Highlands neighborhoods. This officer would be stationed at the Highlands Satellite Office and would work with the community and community groups to address issues affecting the quality of life in the Highlands’ neighborhoods. The Lead Officer would identify and direct available department, city and other resources to help address these issues and would be responsible for promoting continued problem solving within the neighborhoods.
- Neighborhood Mediation Services – The ability to offer some type of mediation service for Highlands area residents (particularly landlords and tenants) to help resolve disputes was identified by the City Council and the LPD focus group as being a desirable service. A number of cities offer mediation services or similar programs, many of which are offered at either no cost or a small fee to participants. This service would be offered through the Satellite Office and could encompass the use of volunteer mediators (attorneys or others who are familiar with the mediation process) to help parties in conflict reach some type of resolution.
- Nuisance Abatement – One of the main tenants of community policing and problem solving is the need to empower communities to have a sense of pride and ownership in their neighborhoods. The long accepted sociological theory referred to as the “Broken Windows Theory” contends that neighborhoods that are left in disrepair (abandoned vehicles, abandoned property, broken windows, graffiti, garbage, etc) only continue to spiral downward with regard to the quality of life within those neighborhoods. Neighborhoods in which a concerted effort is made to remove nuisances such as abandoned vehicles, graffiti, etc, have demonstrated noticeable improvements in the quality of life within those neighborhoods. Another prominent theory dealing with rejuvenating neighborhoods is known as “Collective Efficacy” (Dr. Felton Earls). This theory holds that the health of a community depends on its citizens taking ownership and responsibility for their neighborhood, in particular their concern for the well-being of the neighborhood children. The addition of a dedicated NUISANCE ABATEMENT OFFICER or

COMMUNITY SERVICES OFFICER is needed to consistently address nuisance abatement issues. By helping residents clean up their neighborhoods we can help them develop pride and ownership in their community.

- Nuisance Abatement Referral Services – The need to develop the ability to refer parties seeking help with nuisance abatement issues was identified. This could be done in conjunction with the Nuisance Abatement Officer or CSO and would serve as a resource list or guide for citizens to contact the appropriate persons or agencies.
- Expansion of Block Watch Programs – The neighborhood Block Watch Program is an effective tool for bringing neighborhoods together to address crime and other community issues and to allow residents to develop a sense of ownership in their neighborhoods. A number of these groups have been successfully operating in Longview for some years now. While many of the Block Watch groups currently in existence are located in the Highlands neighborhoods, it would clearly be beneficial to expand into more neighborhoods, including the establishment of more groups outside the Highlands.
- The Highlands Satellite Office – The LPD focus group identified the need to evaluate the future of the Satellite Office, specifically should it be expanded at its current location or should it be relocated to better serve a larger population base? The current Satellite Office has served the Highlands community since the mid 1990's. While a major remodel of the office occurred in the early 2000's, the physical space is very limited. As the number of programs run out of the office continues to increase, the need for office space continues to grow. H.A.R.P. (Highland Area Renewal Project) is co-located within the Satellite Office and D.O.C. (Department of Corrections) maintains an office within the Satellite Office for Highland area residents who are currently on active D.O.C. supervision.
- Determine Service and Satisfaction Levels within the Highlands – The need to conduct surveys of Highland area residents was clearly identified as being desirable. The LPD needs to attempt to measure the level of satisfaction Highland area residents have with their current level of service as well as identifying ways to better meet their needs and expectations. While no specific method for accomplishing this was identified, it was suggested the LPD consider seeking the services of a college graduate student to facilitate this.

Staffing

The issue of staffing is probably the most critical component with regard to the ability of any organization to accomplish its mission. It is even more critical to the law enforcement function, as we do not deal with a finite number of requests for service and have little control over the number and types of calls for service which we receive. Information concerning staffing for law enforcement has tended to concentrate on the number of commissioned or sworn officers working for an agency. Any staffing model for the Longview Police Department must take into consideration not only the number of

commissioned officers allotted to the agency, but also the number of civilian staff positions available to support the work of the commissioned staff. Increases in commissioned staff and internal re-organization of the various working units within the police department has historically not taken into account the resultant affects on the ability of the civilian support staff to maintain the level of services they provide.

According to the I.A.C.P. (International Association of Chiefs of Police) there are no “ready-made, universally applicable patrol staffing standards” to apply to a police department. While the number of officers per 1,000 population can vary widely (from approximately 4.5 officers per 1,000 population in cities such as New York, Baltimore and Philadelphia to approximately 2.3 officers per 1,000 population in Los Angeles), determining adequate staffing levels must take into account a number of issues that are germane to the particular community which they serve. According to the I.A.C.P. the following factors should be considered when determining adequate staffing levels for patrol:

- The policing philosophy of the agency
- Policing priorities of the agency
- Policies and practices of the agency
- Number of calls for service
- Population size and density
- Composition of population, particularly age structure
- Stability and transiency of population
- Cultural conditions
- Climate, especially seasonality
- Policies of prosecutorial, judicial, correctional and probation agencies
- Citizen demands for crime control and non-crime control services
- Crime reporting practices of citizenry
- Municipal resources
- Trends in the foregoing areas

The 2006 population estimate for Longview is 35,570. We are currently authorized to have 56 officers, which would result in an officer to population ratio of 1.57. During the past ten years the number of authorized commissioned officers has fluctuated from a high of 57 authorized in 1998 and 1999 to 53 in 2000, 2002 and 2004 through 2006 due to economic conditions. LPD is authorized to have 56 officers in the 2007/2008 budget. The number of calls for police service continued to climb during this same period (from 30,117 calls for service in 2000 to 36,818 in 2006). Although we do not have historical data regarding the breakdown of the types of calls received during each of these years, we have consistently experienced approximately 22% to 26% of all calls being categorized as “urgent” (priority one or two calls) requiring immediate police response. Based on the number of calls for service received in 2006, police officers responded to between 8,100 and 9,600 emergencies (22% and 26%, respectively). It must be noted that emergency responses (by their very nature) often require multiple officers to respond.

The number and type of calls for service has a tremendous impact on the ability of the police department to engage in community policing. Community policing requires officers to have the ability to be “off call” in order to have non-directed time to engage in community policing efforts such as nuisance abatement, community contacts, block watch, assisting with neighborhood renewal projects, crime prevention, etc. Clearly an increase in over 6700 calls for service in six years with little increase in staffing is not conducive to consistently engaging in community policing activities.

One of the goals established by the Longview City Council in its “2007 Strategic Initiatives” document is the reduction of reported crime in Longview to below state averages. In 2006 the number of reported violent crimes per 10,000 population in Longview was 20% higher than the state average (41.5 per 10,000 vs. 34.58 per 10,000, respectively). The number of property crimes reported per 10,000 population in Longview was 83% higher than the state average (890.8 vs. 489.3, respectively). We were approximately 78% above the state average for all reported Part I Index crimes combined (932.3 vs. 523.88). While Longview did experience a drop in the total numbers for some types of serious crimes reported in 2006 (burglaries, larcenies, aggravated assaults, motor vehicle thefts), this appeared to be consistent with what other jurisdictions within the state reported, still leaving us above the state averages. During this same period of time we experienced an increase in the number of reported robberies, rapes, arsons and traffic accidents.

It is clear from the reported crime data and calls for service numbers that LPD needs to adopt a new strategy to address the needs of the community. The number one item identified by an internal LPD focus group was the need to commit to a community policing model. This would require a commitment to problem solving, as opposed to merely responding to calls for service. A number of areas were identified as being critical to the police department’s efforts to move in this direction. Areas identified as critical by the LPD focus group included:

- Patrol Staffing – the need to increase patrol staffing was readily acknowledged as being necessary to accomplish the goal of adopting a community policing model as the underlying philosophy of the organization. As has already been mentioned, calls for service (and an accompanying rise in the amount of reported crime) have risen dramatically, while the increase in the level of staffing has been minimal. The exact number of additional staffing needed is unclear as of this writing, as it is dependent on a number of related issues and areas (including the issues cited by the I.A.C.P.).
 - Deployment of Staff – One of the issues associated with identifying the amount of additional staffing needed is whether or not current staff is being deployed in an effective and productive manner. Issues such as work schedules can greatly affect the amount of staffing available to handle calls for service as well as the ability to carry out community policing efforts. The current LPD patrol work schedule consists of a “5-9hr day work schedule followed by 3 days off”. Staffing under this model does not address issues such as having the greatest number of officers working during peak call hours and does not produce a consistent level of staffing each shift or day (i.e. due to

the work cycle covering an 8-day period, it is necessary to overlap and stagger days off, which does not allow consistent and even staffing levels each day). Since work schedules are subject to the current labor agreement, any changes must be negotiated with the appropriate bargaining unit and must take into account the needs of the officers involved. Current staffing levels limit our ability to adopt alternative work schedules which might help address staffing needs in relation to calls for service and community policing. While there are alternative schedules which might be agreeable to labor and administration and which might better accommodate our ability to commit to community policing and problem solving as well as facilitate training and time off, these generally require more officers than are currently available to staff them.

- The current patrol area or district designations should be re-evaluated. Patrol areas are currently divided into four distinct districts or areas. The intent of these divisions is to facilitate the best response times and service with regard to responding to calls for service. However, the geographic footprint of the City of Longview has continued to change as the population base has increased. The City has annexed large areas to the west of the historical city boundaries. Congestion along the main arterials leading to these westerly areas (principally State Route 4) has increased dramatically in the last 10 years with the arrival of large destination shopping areas (such as Lowe’s, WalMart, Fred Meyer, etc) and the creation of new housing areas. This has resulted in an increase in response times to these areas.

- The focus group suggested the creation of an additional School Resource Officer position to handle calls in the middle schools and elementary schools. There are currently 2 S.R.O.’s. with one assigned to each high school. They share responsibilities for the three geographically dispersed middle schools. Student enrollment (as of 8/31/07) at the two high schools and three middle schools is:

RA Long High School	-	973	students
Mark Morris High School	-	1059	students
Monticello Middle School	-	556	students
Cascade Middle School	-	500	students
Mt. Solo Middle School	-	<u>531</u>	<u>students</u>
Total	-	3,619	students

The creation of an additional S.R.O. would allow better coverage for the middle schools as well as the elementary schools and would reduce the need for patrol officers to respond to handle calls at the elementary and middle schools when the current S.R.O.’s are unavailable. Current enrollment figures for the elementary schools are:

Columbia Heights Elementary	-	357	students
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Columbia Valley Gardens (CVG)	-	399	students
Northlake School	-	450	students
St. Helen's Elementary	-	307	students
Kessler Elementary	-	386	students
Mint Valley Elementary	-	433	students
Olympic Elementary	-	<u>349</u>	<u>students</u>
Total	-	2,681	students

- Creation of a Commercial Vehicle Enforcement Officer Position – Enforcement of regulations relating to commercial vehicles is an area in which the Longview Police Department has historically lacked the resources necessary to address enforcement. The enforcement of commercial vehicle regulations (including vehicle weight and safety requirements) requires specialized training and equipment, which in turn necessitates assigning an officer to these duties on a long-term basis. The City of Longview experiences a high volume of commercial vehicle traffic on a daily basis due to its close proximity to I-5, the Mint Farm Industrial Park, Weyerhaeuser, Fibre, Norpac and numerous other industries and businesses. In addition to traffic traversing to and from the I-5 corridor, we experience a heavy amount of commercial traffic traveling across the Lewis and Clark Bridge connecting Oregon and Washington. Commercial vehicles using the Lewis and Clark Bridge to deliver or pick up materials in Longview have not been subjected to the Washington State Patrol weigh station and equipment inspections (at the Ridgefield Scale facility on I-5). Since these vehicles have not been inspected or weighed, it is reasonable to assume a number of weight and equipment violations are present. Vehicles not meeting equipment safety and weight standards pose not only a safety risk to the motoring public, but also cause damage to the road system due to being over weight limits.

The addition of a Commercial Vehicle Inspection Officer would assure compliance with safety and weight requirements for commercial vehicles. Training is offered for free (meals and lodging costs only) through the Washington State Patrol. A dedicated vehicle would be required due to the need for specialized equipment (scales, air compressor, basic tools, etc). SEE EQUIPMENT, FLEET and REVENUE

- Detective Staffing – The number of commissioned officers assigned to the detective unit has not increased in over 30 years. We have maintained a staffing level of a sergeant and 4 detectives and a civilian investigator in the LPD detective unit. The number of reported crimes requiring detective follow-up has increased exponentially over the years, with each detective carrying a case load which at times approaches 60 or more cases. Since crimes against persons must take precedence over property crimes, the detective unit is forced to prioritize the types of cases it handles, with property crimes often receiving far less attention than we would like to give them. The advent of computer or “cyber” crime has had a tremendous impact on law enforcement. Investigations involving child pornography, identity theft and fraud

have risen dramatically during the past several years while staffing has remained flat. The focus group made the following recommendations concerning staffing in detectives:

- Two additional detectives should be added to the investigations unit as soon as possible --- one to assist with identity theft and fraud cases and one to assist with sex offenses and serious persons crimes, including domestic violence.
 - One additional detective to be assigned to the Cowlitz-Wahkiakum Narcotics Task Force
 - The creation of a “night” or “swing shift” detective or detectives to help with those cases which require the ability to contact persons after normal business hours.
 - There is a need to facilitate the ability to review and evaluate Homeland Security information and updates that are received by the department. While this probably would not necessitate a full time position, constant information is received from the national level as well as from the Region IV analyst (Longview/Cowlitz County is located within Region IV). The amount of information that is received is considerable and is currently not consistently catalogued and dispersed due to workload and staffing issues.
- Civilian Support Staff / Office Staff
 - The addition of one full-time secretarial/clerical position to be assigned to the detective unit to assist with the creation and maintenance of case/investigative files, case load management and secretarial duties.
 - The addition of one or more front/main office clerical staff to provide adequate coverage for time off, illnesses and to facilitate training. This would also allow LPD to extend its business hours to better serve the public. Additional office/clerical staff would allow us to better accomplish data entry (scanning of documents and the entry of officer submitted report data, etc., into the law enforcement records management system). Calls and reports have increased over the last 10 years while our front counter staff has decreased. Our current staffing does not adequately meet our clerical needs, which requires officers (detectives, street crimes unit, and patrol to some extent) to complete some of their own clerical work.
 - An additional Evidence/Property Room Technician to assist the current position. The number of items of evidence and property handled by the Evidence/Property Room Technician has risen tremendously over the past several years and this trend will continue. Every item taken into custody by the LPD must be handled as “evidence” because we are responsible for it--- whether it be evidence of a crime or found or abandoned property. The processing of these items involves a tremendous amount of time and must be

closely monitored and inspected to assure accuracy and compliance with best practices and standards.

As a comparison of work load, the Clark County Sheriff’s Office property and evidence facility took in 9,402 evidence items in 2006. The Longview Police Department property and evidence function took in 4,614 items (Note: this is the lowest number of items processed in several years, with 2001 through 2005 ranging from 5,100 items to 6,000 items each year). These numbers are particularly surprising when you take into account the Clark County Sheriff’s Office has four (4) personnel assigned to this function and the Longview Police Department has only one (1). While the Longview PD evidence and property technician handles from over half to approximately two-thirds of the volume of items handled by four (4) people at Clark County, the Longview technician is also responsible for a number of ancillary duties (the Clark County technicians are not). These ancillary duties include ordering and issuing uniforms for all department personnel, ordering and issuing equipment to all department personnel, ordering and maintaining evidence supplies and inventory of evidence supplies, uniforms and equipment, and disposal of materials and property that is to be destroyed (by court order or because it is a hazard). The following chart shows a comparison of evidence workload versus staffing for several agencies.

Department Name	2006 Items	# of Evidence Staff
Bainbridge Island PD	1791	1
Benton County SO	2085	1
Puyallup PD	4100	1
Mason County SO	2500+	1
UW PD	581	1
Lakewood PD	15,000	2
Auburn PD	7,000	2
Clark County SO	9,402	4
Longview PD	4,614	1

- The creation of an I.T. support position for the in-car mobile data computers and the office P.C.s’. These systems are currently being maintained by our crime analyst as an ancillary duty. While the crime analyst has done an admirable job in maintaining these systems and trouble shooting problems, this detracts from the analyst’s primary focus/function. The ability to have consistent and timely maintenance and repair of the in-car MDC’s and office P.C.’s is extremely critical to our ability to provide service. The inclusion of either an in-house person capable of maintaining these systems or an increase

in our service level requests from the Longview I.T. department would be very beneficial.

- Grant Writing – the focus group identified the need for a sustained and consistent grant writing capability to be a desirable goal. Current staffing does not lend itself to this and there would be a clear benefit from the addition of a part-time or full-time grant writing position within the LPD. This could also be a contracted budgeted service.
- Succession Planning – One of the issues addressed by the focus group was the need for succession planning. There are a number of LPD employees (particularly commissioned staff) that are nearing retirement age. A number of these employees have specialty training (i.e. instructors in firearms, defensive tactics, supervisory and administrative experience/skills, SWAT, training officers, specialized investigations training, etc). In order to help assure continuity within the organization, there is a need to:
 - Anticipate retirements and (when possible) vacancies
 - Prepare others to replace vacancies through training to assure retention of organizational knowledge
 - Project organizational needs and adjust organizational structure accordingly
- Recruitment and Retention – This is an area that is challenging almost every law enforcement agency in the country. Agencies are finding it increasingly difficult to recruit and hire qualified applicants. Although it appears there are less people interested in law enforcement as a career today, many of those who do apply to become police officers do not successfully complete the background process. While this is due to a number of reasons, the bottom line is that a large number of applicants simply do not meet acceptable standards. Competition among agencies for those candidates that are qualified is intense and we must be as competitive as possible. Innovative approaches must be explored with regard to recruitment and hiring. Some possible approaches would include:
 - Increased emphasis on locating and hiring qualified lateral officers. This can drastically reduce the amount of training time required, which in turn saves money.
 - Offer “signing bonuses” to lateral officers.
 - Advertise in different and diverse markets, both geographically and culturally. Examples might include college campuses, magazines and publications which tend to target different ethnic or cultural groups, etc. The use of a professional marketing firm or group might help facilitate this process as it would be their primary focus.
 - Offer “signing bonuses” or economic incentives to applicants with special job related skills, such as a foreign language.
 - Target military personnel/job markets for those whose enlistments are nearing an end.

- Offer monetary incentives or time off incentives to current officers who recruit entry level or lateral officers who make it past probation.

*It should be noted that once a candidate is identified and is eligible to be processed as a potential hire, it is imperative the processing (including the background process) be conducted as quickly and efficiently as possible. This is not to suggest the process be abbreviated in any way, but rather we must devote as many resources as possible to it in order to complete it as quickly as possible. In order to help facilitate this, the LPD has trained an additional three officers to conduct background investigations. These are in addition to the primary background investigator, which is traditionally the detective sergeant.

Collateral Affects of Increases in LPD Staffing –

Although this does not directly affect the LPD baseline budget, we would be remiss if we did not mention the potential affect increases in staffing and, subsequently, the work generated by these increases would have on related departments or portions of the criminal justice system. Specifically, increased staffing and the resultant work output by LPD would affect the City Attorney’s Office, the court system (particularly municipal court), the 9-1-1 Center, the Cowlitz County Law Enforcement Records Department, the Cowlitz County Prosecutor’s Office and the Cowlitz County Jail. Staffing increases aside, it is a well documented fact that any move toward a consistent effort to adopt a department-wide community policing philosophy (i.e. problem solving) often results in (at least in the short term) an increase in the number of arrests and related activity undertaken by the police. This will result in increased case loads for not only the patrol officers and detectives, but also for the City Attorney’s Office and the courts. The affect on these entities needs to be assessed if LPD staffing levels are increased.

Fleet and Equipment

A number of issues associated with the LPD vehicle fleet were discussed by the focus group. Issues discussed included the current size of the fleet as well as the need for several specialized vehicles.

- Additional Vehicles - The need to evaluate whether or not the LPD currently has an adequate number of fleet vehicles was identified as an area to be addressed. Different units within the department have different vehicle and equipment needs (e.g. detectives do not require fully marked and equipped cars, but they do require unmarked vehicles with police radios and other equipment). We have not been able to locate a “formula” or “ratio” for determining what would be an adequate number of vehicles for a department. Factors such as work schedules (how many officers, detectives and civilian staff are working at a given time), overlap periods between shifts resulting in more officers working, routine vehicle maintenance and vehicle repairs affect our fleet capabilities at any given time. It is not uncommon to not have

enough vehicles available for command and support staff to operate during weekdays. This is further exacerbated by the fact that we frequently have officers using department vehicles to travel to and from court and out of town training. Simply stated, a determination should be made as to what is an adequate number of vehicles (both in number and type) to enable us to meet not only routine, everyday demands but also special situations and emergencies (i.e. when additional staff are required to be on duty).

The LPD fleet currently consists of the following vehicle types:

1. Twelve (12) fully marked patrol vehicle
2. One (1) unmarked but fully equipped vehicle for S.C.U.
3. Five (5) unmarked, partially equipped detective vehicles
4. One (1) unmarked, fully equipped patrol vehicle for general use
5. One (1) fully marked K-9 patrol vehicle
6. Two (2) unmarked, partially equipped administrative / trip cars
7. One (1) mid-size van for C.S.O. use
8. One (1) full-size pickup truck for C.S.O. use
9. Two (2) partially equipped full-size vehicles for S.R.O.'s.
10. One (1) partially equipped, unmarked vehicle assigned to Chief of Police
11. One (1) unmarked vehicle seized and forfeited during a drug investigation and equipped with minimal emergency equipment for use by the S.C.U. for undercover operations.

The LPD operates single-officer patrol cars and while we currently can have as few as five (5) uniformed officers working during a patrol shift, the minimum number of officers assigned to work during a shift should be evaluated, possibly resulting in more officers working at a time. SEE STAFFING. During the shift overlap between day shift and swing shift, there will be between ten (10) officers (5 on each shift) and occasionally as many as seventeen (17) officers assigned to work under the current work schedule. The unmarked detective cars, S.R.O. vehicles, and admin/trip cars are not suitable for uniformed patrol use during these periods, which can result in one or more officers having to “double-up” with an officer for several hours. This is not an efficient use of available staffing. ALSO SEE FACILITIES / PARKING.

- Special Use Vehicles – The various weapons systems as well as the MDT, first aid kit, SDK (“self defense kit” issued to each officer through Homeland Security), an individually issued ballistic helmet and gas mask and other equipment take up a tremendous amount of space in each patrol vehicle and leave little, if any, surplus space. Each shift supervisor is expected to operate a dedicated supervisors’ vehicle during the course of their work shift. This vehicle is responsible for carrying additional less lethal system supplies, pistol and rifle ammunition, gas/chemical agents, a ballistic shield, as well as the equipment issued to each individual officer. This results in the supervisors’ vehicle being at or near storage capacity. Many police and emergency service agencies have incorporated the use of sport utility vehicles (S.U.V.’s) to serve as supervisory vehicles because of their ability to carry more

equipment. Consideration should be given to replacing at least the designated supervisors' vehicle with an S.U.V. equipped with a storage system to carry needed equipment.

- An Incident-Command Vehicle – In the event of a major incident requiring prolonged deployment of resources and the implementation of an I.C.S. (Incident Command System), it is necessary to have the ability to centralize all command and control functions. This is particularly critical when coordinating activities between different disciplines (e.g. fire, police, public works, transit, health, etc). There is currently no asset immediately available to facilitate this function. A dedicated incident command vehicle would allow a protracted and coordinated multi-disciplined response to a critical incident. Such a vehicle should contain (at a minimum) communications equipment which would allow the various emergency responders to communicate with each other and the command center. This would include phone (cellular and possibly satellite) and computer capabilities. Potable water as well as restroom facilities would also be necessary.
- Dedicated Vehicles for Traffic Enforcement and Street Crimes – the Traffic Enforcement Unit is primarily assigned to operate on motorcycles. However, when the weather is too inclement or their motorcycle is down for repair or maintenance, the traffic officers must use patrol units, if available. Similarly, the Street Crimes Unit currently has only one dedicated fully equipped patrol vehicle. The SCU also uses a forfeited vehicle that has been equipped with a radio and emergency lighting equipment, but this is not a budgeted vehicle (i.e. there is no depreciation account set up for it) and has a finite life-span. While the SCU is currently staffed with a supervisor and one detective, when fully staffed it will have a supervisor and three detectives. This will necessitate using available vehicles from the patrol shifts, further reducing the number of available vehicles.
- Commercial Enforcement Vehicle – If a commercial enforcement officer position is added to the department, it would be necessary to purchase a pickup truck, SUV or van-type vehicle to accommodate the portable weight scales and other equipment necessary for this position. ALSO SEE REVENUE, EQUIPMENT and STAFFING
- Explore the Feasibility of Leasing vs. Purchasing Vehicles – The police department currently allocates money into a depreciation fund or line item for each budgeted vehicle. While there is no exact “life-span” assigned to a vehicle, the targeted mileage is generally 100,000 miles for patrol vehicles and 10 years for non-patrol vehicles. Although we receive excellent service from the City Shops with regard to repair and maintenance, vehicles generally begin to degrade “esthetically” (if not mechanically) some time before the 100,000 mile limit or 10-years is reached. If it were feasible to lease vehicles for patrol and detective use, it would allow us to rotate vehicles out faster which in turn would allow us to better address organizational needs as they arise. The residual value (i.e. the auction or resale value) of a vehicle at the end of its LPD life-cycle is negligible and, therefore, should not be a major factor

when considering leasing versus purchasing vehicles. The focus group identified this as being an area that should be explored.

- Explore the Feasibility of Instituting Take-Home Vehicles for Patrol and Investigations – Although it was acknowledged the initial cost for instituting such a program would be more than is currently allotted, the practice of issuing vehicles to individuals seems to have proven itself to be less expensive in the long run. Individually issued vehicles results in lower mileage (which means less fuel and maintenance costs) and more accountability with reference to the care and maintenance of the vehicle (i.e. each person is directly responsible for the care and upkeep of their assigned vehicle). In addition to the already mentioned benefits of a take-home car program, it would also alleviate the lack of parking currently experienced at the LPD during business hours. Commissioned officers who drive their issued vehicle to work would not also have a personal vehicle parked at the police department. The lack of available parking is an issue that will have to be addressed as we assess the future viability of the current facility to sustain organizational growth. A take-home car program could result in at least a 50% reduction in the current parking congestion.

Equipment- Weapons

A number of items of equipment which could be categorized as “weapons/control devices” and “non-weapons” were identified for consideration. While the police department is generally well equipped with regard to communications equipment and weapons systems (shotguns, rifles, less lethal systems), these systems are currently not available in every marked patrol unit and, subsequently, not every officer has immediate access to them in the field.

- Weapons/Control Devices

It would be desirable to have each patrol unit/uniformed patrol officer in the field equipped with the following weapons/control device systems:

- 12-gauge shotguns (Note: We currently have 12 shotguns, one for each fully marked patrol car currently in our fleet)
- AR-15 tactical assault rifles (Note: We currently have 9 AR-15 rifles for 12 marked patrol cars)
- Bean bag shot guns (Note: We currently have two (2) bean bag shotguns available to patrol officers)
- Pepper Ball Guns/Delivery Systems for deployment of Oleoresin Capsicum (OC), also referred to as Pepper Spray (Note: We currently have 4 pepper ball delivery systems/guns available to patrol officers)
- Electro-Muscular Disruption Devices (e.g. Taser) (Note: We currently have a total of nine (9) electro-muscular disruptive devices for on-duty patrol officers--- six (6) of which are the newer X26 Taser model and five (5) are the older M26 model)

- Non-Weapons

- Mobile Data Computers (MDC's) - The need to have immediate availability to the lethal and less-lethal weapons systems is obvious---situations requiring deployment of these systems are often spontaneous and it is critical to have the right tool when you need it. The issue of having mobile data computers in each car, while not as critical, nonetheless would be of great benefit to officers in the field as well as to support services (such as dispatch and records). Officers operating vehicles equipped with MDC's can be dispatched to calls via the MDC's, can communicate with dispatch, records or other officers via the MDC using "terminal-to-terminal" messages, can make their own inquiries from records, NCIC and the Department of Licensing using the MDC and compile reports on the MDC from their car without having to return to the LPD or Satellite Office to use a computer. An MDC in a vehicle also serves as a tremendous informational resource center for the officer. Critical response data and information (i.e. emergency response plans for school incidents, critical LPD and city policies and procedures, officer safety information, etc) are available on the MDC for reference by the officer in the field. Not having this information readily available (i.e. an MDC) in a vehicle limits the efficiency of the officer.

We currently have sixteen (16) MDC's in our inventory. Twelve (12) are installed in the marked patrol vehicles, one in the marked K-9 vehicle, one in the unmarked S.C.U. vehicle, and one in each of the two C.S.O. vehicles. There are no additional MDC's available for installation in any additional vehicles we might purchase and there are no "backup" or spare units for use when a vehicle's MDC experiences repair issues. The current MDC's are scheduled to be replaced in 2008 (as per the established replacement schedule) with updated models. The exact model or brand is still being researched at this time. The current replacement cycle is 5 years (beyond the warranty in most MDC's). We should consider shortening the replacement cycles.

- "Total Station" for Accident and Crime Scene Investigations – A "Total Station" is a device used to accurately measure distance, angle and slope. While these devices were initially used for surveying purposes, their value for law enforcement is now clearly recognized. In August of 1992 the Washington State Patrol published the results of a study they conducted regarding the merits of using "total station" technology to increase efficiency and accuracy of not only collision investigations, but for documenting crime scenes as well. The use of a "total station" allows law enforcement to record accurate measurements as well as to accurately diagram and reconstruct an accident or crime scene. Without the use of a "total station", officers must use traditional "coordinate" techniques to record accident and crime scene data. This involves establishing a base line or permanent point/marker and using a tape measure to record distances. While these methods were all that was available in the past, they do not result in the exacting measurements that are achieved with the use of a "total station" and,

therefore, do not lend themselves as well to reconstruction of a scene for purposes of determining cause and affect.

The acquisition of a “total station” would benefit the LPD by reducing the amount of time it takes to accurately conduct an investigation (both motor vehicle accidents and crime scenes) as well as greatly enhancing our ability to reconstruct an incident for purposes of determining the chronology of events and for court/prosecutions purposes. One specific “total station”, the “Sokkia SET 530R Total Station with Visual Statement FX3 Pro Recon + Software” would allow a single officer to accurately and efficiently investigate not only traffic collisions but also indoor and outdoor crime scenes. This particular device and software provides 3-D animation, bullet trajectory, photo overlay of the 3-D animation, vehicle statistics such as weight, wheelbase, center of gravity, brake type, etc., automatic crash equations, an electronically generated version of the Washington State Collision Report (currently done by hand by an officer), an automatic measurement system, diagramming and much more. This particular unit could also be used by the SWAT team for raid plan preparation. The total cost of this particular “total station” and software is \$13,189.10. The Washington State Patrol is the only law enforcement agency in Cowlitz County that currently has access to a “total station”.

- “Accelerometer” to be used in conjunction with “Total Station” – This device allows investigators to conduct specific tests relative to a specific vehicle involved in a collision. It measures items such as the braking efficiency of the vehicle’s mechanical braking system, the friction factor of the subject vehicle’s tires, and the drag factor of the road surface. The use of an “accelerometer” is the only method to accurately obtain a true co-efficient of drag (friction) which is used to help determine critical vehicle speed, etc. One particular model is the “Accelerometer: Visual Statement Pocket FX-M-FX Suite with Accelerex Bundle, TDS Recon 400x Integrated Bluetooth Pocket PC”. This would use the computer from the “total station” (described in the section immediately preceding this one). The total cost for the hardware, software and training would be \$3,695.00
- A “CDR (Crash Data Retrieval): Vetronics System” – Automotive manufacturers have been equipping vehicles with “black boxes” since 1994. However, this data is not readily accessible without the appropriate hardware or device. A “CDR” allows an investigator to retrieve data from a vehicle’s “black box” regarding vehicle dynamics prior to and after a collision. The data will show not only how the vehicle was being operated (speed, breaking, etc), but will also indicate any mechanical malfunctions that may have contributed to the collision. It can even (on some vehicles) indicate how many occupants were in the vehicle at the time of the collision. The cost for the hardware, software and training would be \$4,430.00. This would further enhance our ability (in conjunction with a “Total Station” and an “Accelerometer”) to accurately and efficiently reconstruct a motor vehicle collision scene.

- Radar Trailer (w/ Radar Unit) – A portable/mobile radar trailer could be used in school zones and for special emphasis or targeted areas. Personnel could move the trailer to different areas based on identified need in order to help educate the driving public and reduce the risk of accidents and personal injury.
- Mobile Trailer with Electronic Reader Board – This piece of equipment could be used to assist with special events and emphasis details as well as at accident scenes, crime scenes, to affect temporary traffic flow revisions, etc.
- Trunk Vaults for Patrol Cars – Placing a locking trunk vault (a locking metal or wooden-composite material drawer that mounts in the trunk over the rear axle area) would allow officers to securely carry critical equipment such as firearms, less-lethal weapons systems and additional ammunition in their patrol vehicles. The interior of the patrol cars is becoming increasingly crowded with equipment (shotgun, rifle, MDT, radio console, the officer’s duty bag, etc) and placing critical items of equipment in the trunks of a car without safely securing it does not constitute good stewardship of the equipment. The cost for each trunk vault is approximately \$845 (not including minimal installation cost) through the “Truck Vault” manufacturing company. Since the sergeants’ car is already equipped with a “Truck Vault” trunk vault, we would need to purchase at least eleven (11) additional units at a total cost of approx. \$9,250 (without tax and installation).
- Portable Electronic Weighing Scales (for commercial vehicle enforcement) – Historically the LPD has not had the ability to enforce commercial trucking rules and regulations, specifically weight violations. Longview is bordered by the I-5 corridor and experiences a large amount of commercial truck traffic traversing to and from its industrial areas. Commercial vehicles traveling into Longview by way of the Longview-Rainier Bridge are able to avoid the Washington State Patrol’s weight scales on I-5. Over-loaded commercial trucks not only pose a safety hazard on the roadways, but can be responsible for damage to the roadways when they exceed their authorized carrying capacity. Monetary penalties and fines for overweight commercial loads can be substantial. The purchase of a set of portable electronic scales (in conjunction with the ability to designate and equip an officer with a suitable vehicle to carry the scales and related equipment) would be a logical adjunct to our traffic safety efforts and could generate revenue. The purchase price for a set of eight (8) scales is estimated at \$28,000. This would need to be in conjunction with the purchase of an SUV or van-type vehicle to accommodate the equipment necessary for commercial vehicle enforcement. ALSO SEE “EQUIPMENT: FLEET” (Commercial Enforcement Vehicle)
- Portable, gas powered air compressor (to be mounted in SUV or van) for commercial vehicle enforcement. This would be needed to test braking systems, etc, on commercial vehicles. Cost estimated at \$3,000. ALSO SEE “EQUIPMENT: FLEET” (Commercial Enforcement Vehicle)

- Miscellaneous tools and equipment for commercial vehicle enforcement and inspection estimated at approximately \$3,500. This would include mechanics tool box and tools, a vehicle height gauge, a collapsible ladder, a “mechanics creeper” (to facilitate officer being able to slide under vehicles for inspections) and a portable “dolly” or hand-truck for moving the portable scales from the SUV or van to the commercial vehicle to be inspected. ALSO SEE “EQUIPMENT: FLEET” (Commercial Enforcement Vehicle)
- Gun Cleaning Station – The Longview Police Department’s armory is located in a secure location within the building. Weapons and related equipment are currently stored there. Currently, firearms such as department rifles, shotguns and SWAT weapons are cleaned and maintained at a cleaning station located within the armory. It is necessary to use chemical cleaning agents during the cleaning and maintaining of these weapons. Due to the cleaning station being located within the armory (which is inside the police department), the fumes and odor from the cleaning process travel throughout the building. It would be very desirable to purchase or construct some type of outdoor cleaning station to be placed in the parking garage area.
- FLIR (Forward Looking Infra Red) System – While the department possesses a number of “night vision” devices, these devices only amplify existing light sources. The acquisition of a FLIR system would allow officers to locate suspects by their heat signature, which would greatly enhance officer safety. This system could also be used to assist with locating lost children or Alzheimer patients during hours of darkness.

Uniforms

The LPD focus group suggested exploring the possibility of changing the style of our current uniform. The uniform of a police department provides an identity for members of the department – not only how the public perceives the officers but also how the officers view themselves. The current LPD uniform has been essentially unchanged for well over 30 years. Although several variations of the duty pant have been authorized and several specialty uniforms have been implemented (bike officers, K-9 officers, Street Crimes officers), the standard duty shirt remains the “Portland Police Department” style. Since Portland PD is the only large department which uses this color shirt, there is only one vendor that supplies the shirt. This severely limits our ability to explore competitive pricing. A number of departments in the Vancouver and Portland-metro area that previously used the Portland-PD style shirt have transitioned to other styles (mainly the LAPD dark navy blue style) which are produced by a number of different vendors.

Suggestions regarding different uniform styles included:

- Adopting a “soft” uniform style (i.e. sewn-on cloth badges, rank insignias and name tags as opposed to the current metal ones)

- Consider uniform options based on functionality and need (i.e. Jump suits for graveyard officers or to authorize for patrol wear in inclement weather? Polo-style shirts vs. the current uniform-style shirts? Optional sleeveless vests vs. full-jackets or coats?)
- Designing and adopting a new style of metal badge. Options would include changing from the current “shield” design to an “oval” (LAPD, Vancouver PD, et al) shape and designing a new or different design for the face of the badge.

Cost Management / Funding Issues

The LPD focus group identified a number of areas to explore programs for potential cost savings, programs that are cost neutral and a review of LPD’s current fee structure. These areas can be divided in the following categories—

- Review current inter-local service agreements for efficiencies
 - Cowlitz County Law Enforcement Records Department – We are currently billed a total of \$395,260 in 2007 for law enforcement records services. Our 2008 scheduled billing is \$435,260.
 - Cowlitz County 9-1-1 Dispatch – We are currently billed a total of \$472,240 in 2007 for 9-1-1 dispatch service. 2008 billing is scheduled to be \$495,860.
 - Cowlitz County Jail – We currently have a budget of \$662,550 for the booking and room and board of prisoners for 2007. There is an additional \$6,000 budgeted for county probation services. However, our projected actual jail costs for 2007 is \$925,000 (based on year-to-date data as of 7/31/07). It should be noted that with the advent of the new jail opening in September of 2006, LPD billable jail booking days have risen dramatically. This has been due to officers now being able to incarcerate offenders (as opposed to previously simply issuing them another citation) and persons being booked on outstanding warrants. Possible areas to be explored regarding jail costs included –
 - Assign LPD staff to consistently monitor our jail population levels with regard to possible early releases, billing issues, coordinate with jail staff, courts, prosecutors and other jurisdictions when defendant is serving time for offenses from multiple jurisdictions (SEE WARRANT OFFICER below)
 - Re-negotiate jail contract with Cowlitz County to address issues such as transport of prisoners for medical issues and court
 - Explore financial impact of contracting with other jurisdictions (outside of Cowlitz County) for incarceration of certain classes of offenders (i.e. sentence lengths and terms)
 - Explore the feasibility of contracting with a private company to build and operate a misdemeanor facility locally
 - Explore the feasibility of constructing and operating a municipal misdemeanor jail
- Create an LPD “Warrant Officer” position within the department. This position would be responsible for serving outstanding Longview Municipal Court warrants.

While booking additional warrant-offenders would also increase our billable jail booking days, the position would also generate income from fines recovered as a result of offenders being arrested. As mentioned above, this position could also monitor jail bookings for potential cost savings and billing accuracy.

- Create a county-wide warrant team comprised of members of law enforcement agencies from within the county (particularly the Sheriff's Office, Kelso Police and Longview Police) to serve outstanding arrest warrants.
- Evaluate possibility of expanding electronic monitoring or GPS monitoring of low-level offenders (as opposed to incarceration in jail).
- Increase fines, monetary penalties and fees
 - Increased monetary penalty for actual responses to false alarms (Alarm Ordinance)
 - Increased monetary penalties for parking infractions
 - Increased fees for parking permits

Internal Operations

The focus group findings in this area were very consistent. Everyone is looking forward to improved working relationships and partnerships within the police department. An effective policy vehicle (manual) as well as performance evaluation software programs was deemed important. There was strong interest in investigating the benefits seeking State or National Accreditation (CALEA). There was also consensus that LPD's current communication protocol and practice needs to be reviewed and overhauled where necessary.

The development of a LPD strategic plan will remedy many of the concerns in this area because the plan will align employee behaviors with organization goals and answers 3 basic questions:

- Where are we going as an organization?
- What is our environment?
- How will we get there?

Having a strategic plan will also assist the PD in developing a new mission and vision statement.

Efforts are currently underway to obtain a state-of-art electronic Policy/Procedure which is just coming on-line in Washington State this month and is partially subsidized by WCIA.

Technology

Technological advancements have greatly improved the ability of public service agencies to provide service to their communities. Nowhere has this been more apparent than in the field of law enforcement. While the benefits of advancements in technology are many (faster and better communications resulting in nearly instantaneous data and information retrieval and exchange, more efficient operation and delivery of service, etc), technology also poses a number of challenges. Rapid advancements in technology can create a constant need for updated as well as new training programs, organizational changes, equipment upgrades

and/or the purchase of new equipment, and, in some cases, new or additional personnel to support new technologies. Although the Longview Police Department has expanded its technological capabilities when possible, the focus group identified a number of areas which they felt should be explored with regard to enhancing the service capabilities of the police department.

- Internet/Website Services for the Public –
 - Creation of an on-line reporting system for the public. Many police departments are adopting this type of technology through systems such as “COP LOGIC”. This would allow citizens to report incidents or make inquiries using the internet, thus allowing saving officer time and allowing citizens quicker access to report crimes.
 - An on-line crime mapping program. This would allow the public to query specific addresses or areas to view reported crime statistics for that particular area. Providing this type of up to date information to the public would result in a better informed public as well as help to facilitate the exchange of information with the public concerning issues in their neighborhoods.
 - An on-line system for purchasing parking permits and paying parking fines. Persons wanting to purchase parking permits or pay parking fines must currently do so during weekday business hours (when the police department front office is open). In addition to reducing the amount of staff time currently needed to handle these matters, this system would facilitate the public’s ability to purchase permits or pay fines without having to take time off from work or other activities.

- In-Car Video Camera Systems for Patrol Cars – The Longview Police Department currently does not have in-car video systems. According to the Bureau of Justice Statistics (US Department of Justice), in 2003, 55% of all local police departments and 58% of all sheriffs’ offices in the United States used video cameras in patrol cars. A total of 48,800 in-car cameras were used by local police departments and 17,700 by sheriffs’ officers. In-car video systems provide several important benefits---a record of the driving of a suspected violator as well as a record of the interaction between the officer and the violator. The recording mechanism for the in-car video system is generally not accessible to the officer operating the vehicle, with access being restricted to select individuals for download of the data. This data is often beneficial in subsequent court proceedings and protects not only the citizen, but the officer as well from unfounded allegations. Defendants and defense attorneys will often settle a case prior to trial if there is incriminating video evidence, which in turn would result in less court time, less officer on-duty time and overtime costs and less prosecutorial time being expended. It would be highly recommended that any system purchased have a depreciation (i.e. a projected life-cycle replacement fund) established in anticipation of future replacement of the system.

- Camera Traffic Enforcement – Damage to property and personal injuries resulting from motor vehicle accidents impart a high cost on communities each year. As traffic patterns become more and more congested due to an ever increasing number of

vehicles using the roadways, the number of traffic collisions and related damage to property will increase. Even with increased traffic enforcement efforts in 2006 (the number of traffic citations and infractions issued increased 95% compared to 2005 totals), the number of traffic collisions in Longview increased 18% in 2006 as compared to 2005. A major causal factor in traffic collisions occurring at intersections involves drivers failing to stop at red lights or trying to “beat” the red light by speeding up to pass through the intersection. A number of jurisdictions have engaged the services of companies which install and operate video monitoring systems to monitor red light violations in selected intersections. Such a system would encourage motorists to comply with traffic signals due to the likelihood of being monitored and ultimately issued an infraction for violating a red light. In the event the City chose to procure the services of a private contractor to monitor selected intersections, photos of violators would be forwarded to the Longview Police Department for review and, if appropriate, the issuance of a summons for the red light violation. Similar systems have worked well in other jurisdictions and can reduce the number of traffic collisions at selected intersections.

- License Plate Recognition Software and Camera System for Patrol Cars – This technology consists of a camera system and computer software installed in a police vehicle which automatically scans and reads license plate numbers (both to the front and rear of the patrol car). The license plate numbers are automatically checked through the computer system for stolen reports, AMBER Alert information, arrest warrants, and terrorist related vehicle information. Cities which have implemented this technology have been very satisfied with the results. Tempe, Arizona PD and Scottsdale, Arizona PD have installed license plate recognition systems and have reported great success in the recovery of stolen vehicles. While there could be some concern from the public with regard to fears that their personal information are being recorded by the police, there are no pictures taken of the driver or occupants of the car (the software “targets” the license plate numbers only) and the information would not be given out to private investigators or used for anything other than a traffic offense or criminal related investigation by the police.
- Encryption Hardware for Portable and Mobile Radios – The addition of encryption hardware to our portable radios and our mobile (in car) radios would allow officers to be “silently” dispatched on critical calls and to be able to communicate critical information between each other and the 9-1-1 Center without having the information overheard by others. Encryption hardware would allow dispatchers to talk to officers in the field without their conversations being overheard by anyone not having an encryption device. Encryption hardware currently available is digital and secure (i.e. not subject to being defeated by an inexpensive device purchased on the open market). Only critical data or information would be transmitted using encryption. The Cowlitz County Sheriff’s Office has recently installed encryption hardware in all their portable radios and mobile radios at a cost of \$400 per unit. Longview PD currently has 58 portable radios and 32 mobile radios. This would result in a cost of approximately \$36,000 to equip each unit.

- Community Alert System (Reverse 9-1-1) – The acquisition of reverse 9-1-1 software would greatly increase our ability to inform the public of major safety issues. Longview has a number of industrial facilities in and around the city as well as several major arterial highways which potentially pose a safety concern (due to the possibility of chemical releases, etc) to residents if there were to be a major incident at one or more of these locations. We currently have no means of notifying large segments of the public in a timely manner should an incident occur. The only options currently available to us are driving up and down the streets of potentially affected neighborhoods using the siren and public address system on patrol cars to advise residents and public service announcements through local media. These are clearly not adequate responses. A “reverse 9-1-1 system” would allow a recorded message to be sent to every recorded phone number within a given geographic area and could reach many more members of the public than any other method currently available to us.

A “reverse 9-1-1 system” could be operated or maintained by either the Cowlitz 9-1-1 Center of the Cowlitz Department of Emergency Management. Costs associated with this system could be shared with those industries that might benefit the most from a rapid notification of area residents. The ability for LPD members to directly access the system would allow LPD to communicate information to specific groups (i.e. specific business groups or types of businesses, businesses or locations located in a particular geographic area, etc) regarding public safety information that might affect them directly (i.e. description of suspect passing stolen checks in the downtown area, description of a dangerous wanted subject known to be in the area, etc).

In addition to being a tool for rapid notification of the public with reference to industrial releases, a reverse 9-1-1 system could also be used to notify specific areas or neighborhoods in the event of a public safety concern such as the need to lock down a school or if a dangerous criminal were loose in a particular neighborhood.

- Electronic Tickets (“E-Tickets”) – This technology is currently being implemented in areas in Washington State, as well as around the country. The Washington State Patrol has begun using electronic ticket technology in a number of their districts. The purchase of an electronic ticket system would enable an officer in the field to issue a traffic infraction or citation using a hand-held device (as opposed to the current four-page carbonless ticket). Information recorded on the device would electronically be forwarded directly to the court system and the Department of Licensing. The person receiving the infraction or citation would get a printed copy for their records, but the officer would only have to submit the data electronically from the hand-held device. This would save a great deal of officer time, records or clerical time and court time and would result in a more efficient process than is currently experienced using “paper” infractions or citations.
- COMP STAT (Computer Statistics) Software and Related Hardware – The usefulness of COMP STAT has been clearly proven in cities across the United States. New York City and Los Angeles are two major metropolitan areas that have shown proven results using forms of COMP STAT, but there are many smaller jurisdictions that are also benefiting

from the concept. COMP STAT is not a “program” or an “end in and of itself”. It is a “process” which provides a forum and a system of accountability. Using computer generated statistics and information and working as a group, police staff members are able to identify crime trends and issues, with the goal of ultimately being able to address issues “before” they become “problems”. This will result in better use of finite resources and better service to the public, as we will be able to more quickly identify whether or not our efforts are the desired affect.

In order for COMP STAT to work, police need to have crime and activity data readily available to them. A good deal of the data currently collected by officers in the field is not available through the RMS (Records Management System) for anywhere from several weeks up to six weeks. Officers currently do not directly enter the data they collect into the computer system, but rather submit written forms containing the data. The Cowlitz County Law Enforcement Records Department enters the data into the computer system after officers submit their paperwork. However, it can currently take up to six weeks for the data to be entered due to backlogs experienced by the records department. Since the CAD (Computer Aided Dispatch) System and the RMS are not capable of interfacing (“talking”) with each other, the only data that is immediately retrievable by officers is the data initially obtained by the dispatcher at the time the call was received. This does not contain the level of detail that is necessary for officers to use COMP STAT to address crime patterns and issues. In order to facilitate the use of COMP STAT, it would be necessary to:

- Explore the feasibility of purchasing a “switch” or interface to allow the CAD and RMS to automatically exchange information.
 - Explore options to facilitate direct data entry by officers in the field to the RMS. This can currently be done either in the car (through the MDT) or from the office at a computer terminal, but it requires more time on the part of the officer.
 - Explore the feasibility of using hardened “electronic notebooks” by the officers in the field. Officers could enter critical data and information into the notebook as they obtained the info, then electronically download it directly to the RMS. Currently, officers handwrite data onto report form data sheets, then type their narrative reports into the system. The handwritten report form data sheets are then submitted, along with the typed narrative reports, to the Records Department and the information from the data sheets is hand-entered into the RMS by a records specialist at the earliest convenience. Affording officers an efficient method for doing direct data entry could not only result in more immediate availability of the data for COMP STAT purposes, but could result in increased efficiencies in the Cowlitz County Law Enforcement Records Department.
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- Security Camera Surveillance Systems/Capabilities – The installation of security camera systems in identified high-crime areas would help facilitate crime reduction and assist with community policing efforts. Many jurisdictions (not only in the United States but other countries as well) have implemented varying degrees of surveillance programs and found them to be successful in reducing crime. Systems range in format from those that

are monitored continually by someone to systems which allow officers in patrol cars to monitor specific camera locations when practical. Such a system would allow an officer handling other duties to monitor a remote location for activity, such as a business that has repeatedly been the target of burglars or vandalism. This would, in affect, allow an officer to be in two or more places at once.

- G.P.S. (Global Positioning Satellite) Technology for Patrol Cars – This would allow the 9-1-1 dispatchers as well as the on-duty supervisor and fellow officers to monitor the location of officers in the field. Not only would this technology provide obvious officer-safety benefits (i.e. in the event of trouble, their location would be evident), but it would greatly enhance the ability of dispatchers to identify and dispatch the closest available unit to an incident.

Facilities

The Longview Police Department occupied approximately 10,000 square feet of space in the Cowlitz County Hall of Justice from November of 1975 through May of 1999. In June of 1999 the police department moved to its current location at 1351 Hudson Street to address the critical space issues which existed at the Hall of Justice. A “non-voted” General Obligation Bond was issued in 1998 in the amount of \$1.4 million dollars for the purchase and renovation of the existing structure. The bond will be paid in full in 2017. The new location, located in the heart of the downtown business district, has over 30,000 square feet and limited parking facilities. The building formerly housed the Key Bank (and before that the Rainier Bank) and required extensive modification to accommodate the needs of the police department. The initial occupancy plan for the new location called for a second and third phase of construction to maximize use of the building space. The second phase was to involve moving the administrative officers from the first floor to the upper floor in order to allow expansion of the investigations unit and the office staff. The third phase was to involve moving both the men’s and women’s locker rooms and restroom/shower facilities to a large area in the basement in order to accommodate an anticipated growing number of officers. While the number of officers has not increased significantly at this time, the number of female officers and employees has, which necessitated a limited remodel in 2006 to afford the women’s locker room with a small increase in functional size. This remodel necessitated modifying the entrance to the men’s locker room area. Neither the second nor third phase of construction has been initiated due to the remodeling costs involved (Note: according to a document entitled “Longview Police Department 2000-2001 Construction Budget” and dated 10/27/99, the estimated cost for the modifications to the administrative offices and detective area was \$248,000 and the estimated costs for the modifications to the men’s and women’s locker rooms was estimated at \$173,000.)

Although the move to 1351 Hudson Street resulted in approximately three-times more available floor space than the previous office location, not all of the space has been utilized. While some of the space remains unused due to lack of funding, some of it is a result of the physical layout of the building. The current floor plan design is at best a

compromise, as the building was initially designed to be a bank and, therefore, does not lend itself well to some of the needs of the police department and its staff. We have undergone a number of organizational and assignment changes to meet the changing needs of the department in order to provide service to the public. It is often difficult to accommodate the office space needs created by these changes due to the costs involved and the physical layout of the building. Since initially moving into the remodeled building, the police department has created work space for the Parking Enforcement Bureau (which was not initially under the control of the police department), created a work area for the newly created Street Crimes Unit, and created office space for the Assistant City Attorney offices (two offices and a receptionist area). It should be noted that the office space currently occupied by the Assistant City Attorneys is small and cannot be enlarged or remodeled due to its configuration and location within the building.

The LPD focus group identified a number of areas for consideration with regard to both current and future facility needs. Issues discussed included limitations imposed by the physical layout of the current facility (cost vs. return for dollars spent), need to increase staff and the resultant increased need for office and parking space, and the continued population growth in the western areas of the City of Longview (resulting in increased calls for service in those areas and increased response times). The following areas were identified:

- Viability of Current Facility – The current building, although roughly three times more total square footage than our previous space, is a remodeled bank building. It was not designed to be a police station and, subsequently, compromises were necessary in order to make it a viable site for the operation of a police department and still be able to stay within the given budget. The following areas were identified as issues for future planning purposes:
 - Locker Room Expansion – Increases in staffing (including reserve police officers) will necessitate the need for more lockers, showers and restroom facilities. This is particularly critical with regard to the women’s locker room, as it is only adequate given the current number of female employees and does not have room for further expansion. Both locker rooms have adequate shower and restroom facilities for the number of personnel employed at this time.
 - Parking Space – There currently are two parking areas, one at street level and an elevated or second floor parking area. The ground level parking area is designated for departmental vehicles and the upper level parking lot is for employee parking. Access to the upper level parking is limited to passenger cars and standard size trucks due to height restrictions for entrance and exit to the structure. Both parking areas experience maximum usage during periods of shift overlap, during training events and during critical incidents when additional personnel are called in (SWAT, etc). Parking off-site is extremely limited in the downtown area and is subject to time restrictions and the need for parking permits. Requiring employees to park off-site would not be desirable, as parking is “at a premium” in the downtown area during business

hours and employees could be forced to park some distance from the police department. This would result in employees (particularly civilian office staff) having to walk some distances to their vehicles during hours of darkness and could subject them or their vehicle to adverse actions based on their being identified as police personnel.

The arrangement of parking spaces in both lots was designed by the remodel architect for maximum usage of available space. There are 31 designated parking spaces in the street level parking lot. 5 spaces are permanently assigned to dedicated support vehicles --- The Narcotics Task Force Meth Lab Response Van, the LPD Crime Scene Van, the LPD SWAT Van, the SWAT Sniper Vehicle (contains sniper/spotter response gear and equipment), and the Go 4 Parking Enforcement Vehicle. This leaves 26 parking spaces on the street level lot. The LPD fleet using this lot currently consists of 27 vehicles (not including the 5 dedicated support vehicles already mentioned and the 2 dedicated captains' parking spaces):

- 12 marked patrol vehicles
- 2 C.S.O. vehicles
- 2 S.R.O. vehicles
- 1 S.C.U. unmarked, screened patrol car
- 1 unmarked, screened patrol car
- 5 unmarked detective vehicles (note: det sgt car is driven home at night for on-call)
- 2 administrative/trip cars (shared by captains, office staff, employees driving to and from training, etc)
- 1 unmarked Chief's vehicle (note: driven home at night)
- 2 captain's parking spaces (personal vehicles)
- 1 K-9 patrol unit (note: driven home for on-call when not on duty)

The upper (employee parking lot) consists of 40 designated parking spaces. 3 of the 40 spaces are used by 3 SCU vehicles (2 undercover vehicles and one unmarked patrol vehicle). During the overlap between day shift and swing shift patrol, the number of employees working and using this lot on Mondays through Fridays averages 36, with a low of 21 and a high of 43. This does not take into account any influx caused by events being held on site (i.e. training, meetings, and emergency events such as SWAT callouts, major incidents, etc, requiring additional staffing to be called in). On days when there are no administrative or office staff working, the number of employees using the upper parking structure during the shift overlap between days and swing shifts can reach as high as 17 people or vehicles or as low as 10.

- o Need for Additional Work Space for Investigations Division – The need to add more staff (both commissioned and civilian) to the investigative division was clearly identified by the focus group. The current office configuration will not lend itself to adding work stations for additional investigative staff.

There are also issues with the heating and cooling system in the current area, often causing the working temperature to be above 80 degrees in the investigative unit throughout the year. Adding additional personnel will only exacerbate this problem.

- Need for Additional Space in the Patrol Area – The work space and computer space in the current patrol report writing area is often completely occupied with officers completing reports and paperwork, particularly near the end of shift. The current configuration makes maximum use of the available space, but does not create a work environment that minimizes distractions and interruptions, as two main hallways and the main exit/entrance to the parking garage all converge in this area.
 - Need for additional Space in Patrol Briefing/Squad Room Area – This is the area where each shift meets to hold their shift briefing prior to beginning patrol duties. The room currently includes audio and video equipment for in-service briefing training and a computer terminal from which the supervisor conducts their briefing. There is also a bank of individual officer storage cubicles located along the east wall of the briefing room. This takes up more than three-quarters of the east wall and is used by patrol officers to store their duty bags and related equipment. Since the starting and ending times of the patrol shifts overlap, this often results in officers either having to wait until the shift briefing is complete to return their equipment to their cubicle or interrupt the briefing by entering the room. Due to the shape of the room (which is rectangular) and the storage cubicles taking up most of one of the long walls, it is difficult to obtain maximum usage of the floor space for briefing purposes.
 - Additional Office Space for Patrol Sergeants – There are currently two patrol sergeants’ offices, with two sergeants assigned to each office. Office space in each office is minimal and there is no room to add work space for additional sergeants. Any increases in patrol supervisory positions would result in a lack of office space for the additional sergeants and, therefore, does not accommodate any future expansion.
 - Completion of Second Floor Office Areas – Any expansion of the investigations and/or patrol area would undoubtedly necessitate completing a large unfinished area on the second floor of the building. This area was originally open to the bank business area below on the main floor, but a concrete floor was installed during the remodel to enable the administrative offices to be moved to this area in order to expand the investigations unit and office staff areas on the main/ground floor during the planned second phase of the remodel/construction.
- Feasibility of Building a New Police Station:

- Build a New Police Station – Explore the possibility of building a new police facility that is more centrally located in relation to the majority of residents and calls for service. While the current location of the police department is located within the downtown business area, residential and business growth has expanded westward along Ocean Beach Highway (State Route 4). The City of Longview has annexed a number of populated areas to the west and northwest of the traditional city areas. As calls for service continue to increase in these areas, it results in added response times from the police station at its current location.

A new facility should provide easy access for the public. The focus group identified the need to hire architectural designers who specialize in building public safety buildings, as the needs of a public safety agency are unique (as compared to a business or other public building). Issues such as security, the need for interview rooms, security systems, ingress and egress for emergency service vehicles, etc, must be adequately addressed.

- Build a Shared Facility with Longview Fire – The Longview Fire Department has stated its need for more space at their main station on Commerce Ave. and the City Council has directed the Fire Chief and the Police Chief to explore the possibility of sharing a facility. A new facility should be easily accessible to the public. Again, the services of an architectural designer specializing in public safety buildings should be secured.
- Build a new combined Police and Fire Building in Conjunction with a Community Center – This would allow more interaction with police and fire and the public and could help facilitate a larger citizen volunteer group for police and fire due to the facilities being collocated. This would create the opportunity to have public meeting rooms or areas which could be used by police and fire as well as other city departments for training purposes and for public meetings.
- Feasibility of Building a Sub-Station – Another area discussed by the focus group was the possibility of maintaining the current main police facilities located at 1351 Hudson Street and building a sub-station at a location to the west of the current station. Unlike a satellite office, a substation would be staffed (at least during normal business hours) and officers would work out of the substation (as opposed to reporting for work at the main police station). As previously mentioned, there has been a great deal of growth in a westerly direction. Calls for police service will continue to increase as this growth continues. It is also reasonable to predict annexations to occur along the current city boundaries in the north and northwest (the Columbia Heights area). There has been continual residential growth in these areas, which are currently outside the city boundaries. As growth continues in the upper-Columbia Heights areas, the availability of a staffed police station will become more

critical (i.e. to enable citizens to contact police without having to respond to the downtown area and to reduce police response times to calls in these areas).

- Feasibility of Building a Substation in Conjunction with Longview Fire Department – Longview Fire is also experiencing growth issues and an increased need for work space. A shared substation facility would allow both groups to better serve the public as the population continues to move in a westerly and northwesterly direction.
- Establishing a Satellite or “Store-Front” Office – Locating a satellite office in the western area of Longview was discussed as an option. This would provide limited benefits over existing deployment practices, as officers would still work out of the main station and citizens would have to travel to the main station if they needed to avail themselves of services such as fingerprinting, applying for gun permits, to complete accident reports, etc. A satellite office probably would not decrease response times to the westerly areas because officers would still need to travel to and from the downtown station after reporting for duty and to complete reports and other paperwork.

What are the next steps?

With City Council's approval, LPD will advance a specific request for proposal regarding the development of a comprehensive strategic plan for the Longview Police Department. The study/plan will include researching and making recommendations in the following areas of concern:

- Police Department's Internal Operations
- Optimum staffing levels for current and future environments
- Best practice community policing models
- Fleet management
- Facilities

Upon successful completion and vetting of the RFP's, LPD will select one organization and contract with it for completion of a strategic plan/study for the Longview Police Department.