

# Longview Crime Reduction Plan

Goal: Reduce Longview Crime to  
Below Washington State Average

# Agenda

- **Present Longview's current crime picture overview to date**
- **Review LPD methodology in preparation of designing a crime reduction plan**
- **Review findings: What will it take to achieve the City Council's goal of reducing Longview crime to below State average?**

# Why is LPD embarking on this approach?

- Because Longview's overall crime rate since the mid 1990's until about 2003 had been escalating.
- 2001-2003 Longview had the worst property crime rate in the State for a City of our size.
- February 2007, the City Council declared that the City's #1 priority would be lowering the crime rate to below the State average.

# LPD methodology in preparation of designing a crime reduction plan

- LPD staff has reviewed approximately 20 strategic plans from other police departments from Washington, Oregon, California, and other states
- LPD administration reviewed current department systems, strategies, and deployment
- Facilitated an LPD personnel focus group

**Review findings: What will it take to achieve the City Council's goal of reducing Longview crime to below State average?**

Refer to page 6 of the report

# Focus Group & Research Results

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

# Stake Holders

- The importance of stakeholders or partners to LPD's crime reduction efforts cannot be overstated.
- Without inclusion, cooperation, and coordination with these groups LPD's efforts will only have limited success.

# Community Policing

- Best chance for long-lasting solutions, but requires more staff time than LPD's current reactive policing model
- Continue to expand Block Watch throughout the City
- Add a Business Watch program
- Senior Lead Officer (SLO) program
- Deploy patrol officers in new ways to better connect with community

# Community Policing

Youth Programs

# Police Youth Programs

- Youth Court
- Police Explorer Post
- Police Activities League (PAL)
- Police Cadet Program

# Highlands

13.1% of Longview

- Need to counteract the disproportionate # of police calls & incidents
  - 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

# Senior Lead Officer

- Engage in long term problem solving
- Coordinate and leverage efforts
  - Neighborhood residents
  - Satellite CSO
  - City Nuisance Abatement Officer
  - City Attorney
  - Other government agencies
    - Health Dept.
    - Humane Society
    - Liquor Control

# Staffing

- Main question: ***What is LPD's optimum staffing level now and in the near future ?***
  - How many patrol officers are needed?
  - What patrol schedule is the most effective for reducing crime?
  - What is optimum # of detectives & how should they be organized?
  - What is the optimum # of officers for SCU?
  - Deployment strategies?
  - What ratio of support staff is necessary for an increase in police staffing?

# Fleet/Equipment

- More staffing requires more vehicles
- Parking at current LPD station has reached capacity
- Specialty vehicles?
- Motorcycles
- Commercial enforcement vehicle
- Trial period for limited # of “take home” patrol cars for officers who live in City

# Cost Management

*...the more crime is reduced, the more desirable Longview becomes for residents, businesses, and customers thereby raising additional revenue which can offset the public safety investments made today.*

# Cost Management

- Increased LPD capacity will correspondingly increase costs
- Review all current police systems for efficiency improvements
- Negotiate better contracts with service providers
- Invest in policing strategies that achieve "force multiplier" results. Efforts are leveraged while costs remain low or neutral
- It may become necessary to investigate alternatives to current service provider system.

# Cost Management

- Think regionally
- Improved Resource Management
- Lease vehicles instead of purchasing?
- Continually seek out & apply for grant opportunities

# Internal Operations

- Continue to improve relationships & promote better understanding of roles
- Develop and follow a strategic plan for Longview's current and future crime environments
- Implement department-wide communications plan with the goal of "clarity of message". Conduct assessment to ensure message is received as intended.

# Internal Operations

(cont.)

- On-going training and development
- Align employee efforts with organizational goals
- Adopt state of art Policy & Procedures Vehicle
- Consider including community-Citizen Advisory Board?

# Technology

- Invest in policing strategies as "force multipliers".
  - Real time crime analysis ability
  - On-line / Kiosk reporting system for citizen convenience
  - Red Light Cameras
  - School Zone radar speed cameras
  - Commercial Enforcement Unit
  - Electronic "E" Ticket system
  - Security Surveillance Systems

# Technology Cont.

- In-car video system for patrol cars
- License Plate Recognition system
- GPS Technology for patrol cars

# Facilities

- Is the current police building viable now & for the near future?
- Should a new facility be built?
- Should a new facility be built with LFD?
- Where should the facility be sited?
- Should the City consider the benefits of building a community center on the same property?

# Benchmarks

- 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.

# Eugene PD Performance Measure Example

**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.**

# Eugene PD Example

## 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.

# What Does LPD Need to Move Forward?

- Authorization from City Council
  - LPD to develop an RFP to engage a premier national law enforcement organization to conduct study & develop a strategic plan for LPD
  - Implement plan

# What is a Police Strategic Plan?

- A strategic plan aligns employee behaviors with organization goals
- Answers 3 basic questions:
  - Where are we going as an organization?
  - What is our environment?
  - How will we get there?

# Conclusion

- LPD can achieve the Council's Goal of lowering crime < State average.
- Success is dependent upon increased LPD staffing & resources
- Results will be gradual
- Necessary improvements or enhancements must be made with a systems thinking view
- Investment in police technology is critical to achieving the Council goal



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