LONGVIEW POLICE DEPARTMENT

STRATEGIC PLAN

2015-2020

Fiscal Year 15-16

Real East Texas
CITY OF LONGVIEW

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The Strategic Plan identifies areas of required training from active shooter situations, to specialized training for criminal investigators, to disaster readiness training sponsored through the State and the East Texas Council of Governments (ETCOG). Without constant and challenging training, the department cannot deliver the level of police services promised in our mission statement. Although training has a financial impact, the Police Department maintains a Training Academy licensed through the Texas Commission on Law Enforcement (TCOLE) and operates utilizing several instructors from our department. This allows training to be brought to the officers at a fraction of the cost compared to sending personnel to various in-service training throughout the state. We can deliver a well-trained police force while being fiscally responsible.

A recent Citizen Survey identified traffic issues and illegal drug usage as large concerns to the public. These are concerns for the department as well. Traffic safety can affect any one at any time when travelling the roads. Illegal drug activity is often a contributor to other crimes. Additionally, illegal drugs are often tied to violent crimes along with property crimes.

In regards to illegal drugs, the Department understands the need to aggressively enforce drug laws in Longview, Texas, and through interdiction and tough street-level enforcement, we can control illegal drugs in our community. The Strategic Plan pushes for training and enforcement at all levels. The Patrol Officers work the locations with heavy traffic, and the narcotics investigator investigates the dealers and distributors bringing the contraband to our community. Through the efforts addressed in the Strategic Plan, the Department can and will make an impact in illegal drug activity in Longview, TX.

The five year strategic plan will be our guide for improvement in the delivery of police services. Plans to examine and address issues dealing with staffing, technology, and community relations are in place so that members of the department can deliver professional police services while remaining good stewards of the public's trust.

Our Vision for the Future

The Longview Police Department is committed to providing the best quality professional police services for our citizens, businesses, and visitors. Although we have accomplished a great deal in the past, we realize that our ability to positively impact crime, reduce waste, enhance resources, and focus on the challenges and opportunities of the future requires solid planning.

This strategic plan is our road map to achieving yearly goals, tracking success through performance measures, and understanding the time, budget, and resources required to meet the future needs of the department and our community.

As a three time recognized agency through the Texas Police Chief's Association Foundation, we are dedicated to ensuring the protection of citizen's rights, improving the wellbeing of public safety employees, and ensuring the operational and professional integrity as a law enforcement organization.

It is our intent to accomplish our goals, using these carefully developed strategies, to meet the future growth and development in Longview.

Sincerely,

Mike Bishop
Chief of Police

Mayor and Members of the Longview City Council, City Manager, and Police Chief

Mayor Andy Mack

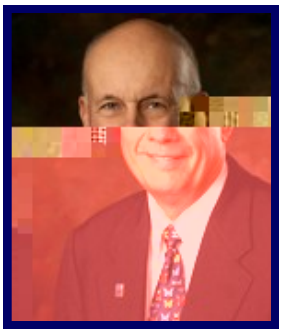
Ed Moore
District 1

Nona Snoddy
District 2

Kasha Williams
District 3

Kristen Ishihara
District 4
Mayor Pro Tem

David Wright
District 5



Sidney Allen
District 6

City Manager
David Willard

Chief of Police

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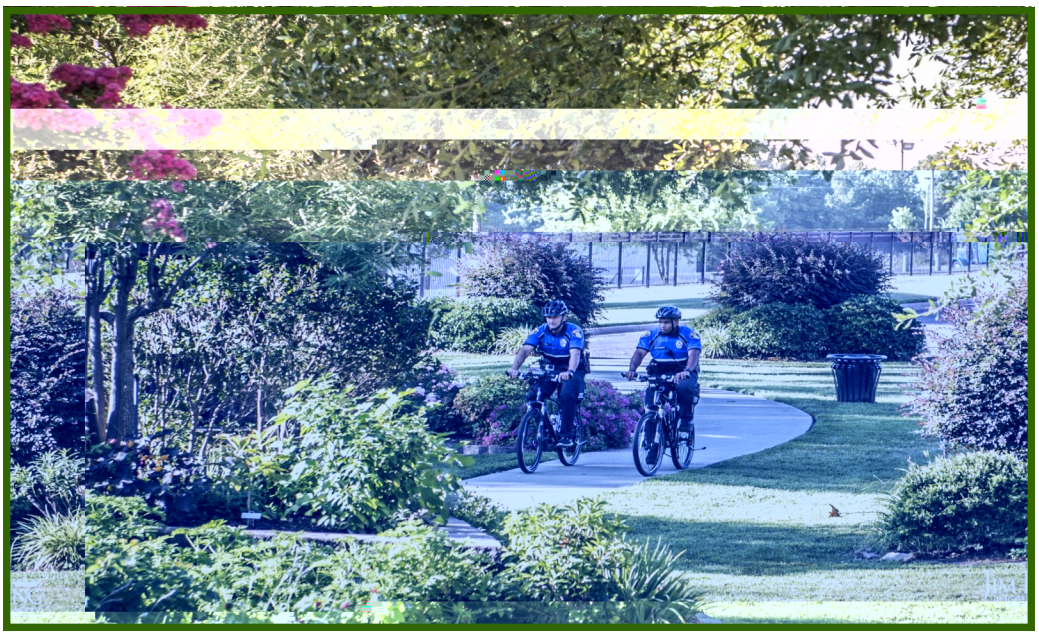

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EXECUTIVE SUMMARY

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Executive Summary

The Longview Police Department's Five Year Strategic Plan is a continuous road map for the future. The Plan identifies many emerging issues that will confront the Department including crime, gang and drug activity, traffic issues, regional disaster preparedness, technology development, body cameras, and community outreach programs. Each of these emerging issues has their own unique circumstances and impacts on the Department's budget and future budgets in some capacity. In the end, the Strategic Plan represents how we plan to bring professional police services to the Longview community while at the same time remaining fiscally responsible to the community we serve.

The Longview Police Department's mission statement was utilized for the litmus test for all facets of this strategic plan. Our mission statement reads:

> *The Longview Police Department is committed to principled performance of service in the public safety interest. Department members recognize that, by virtue of their position, their duty is to be good stewards of the public trust.*

Building a safer community requires a connection and open communications with the community. Our strategic plan places emphasis on the formation of neighborhood crime watches during the next five years. This accomplishes so many things. It allows our neighbors to know one another and builds positive relations with the members of the Police Department so that the community understands that the men and women of the Longview Police Department are professionals and good stewards that are there to help.

As technology evolves, the Longview Police Department wants to utilize technology to communicate with the community to provide vital information from the Department to keep the community informed on everything from crime statistics, to pending citizen seminars and classes, to major traffic crash locations on a daily basis. While there are expenses involved with some of this, the Longview Police Department believes it is important to use social media to remain in communications with those whom we protect.

The Strategic Plan also identifies improving technology through an enhanced 9-1 -1 system which will improve responding to emergencies. This allows the Police to maintain a five (5) minute average response time when responding to emergency (Priority 1) calls for service.

Training is important to maintain a highly-functioning professional police force.

By **1946**, the authorized strength of the police department was twelve commissioned officers who still worked 12 hours a day, 7 days a week. Two years later the staff increased by three officers, and the department had three 1947 Ford 2-Door patrol vehicles.

The Police Department of **1952** had an authorized staff of 20 officers and four police cars with working radios. The work week was now 48 hours at a salary of $240 per month with a $10.00 to $15.00 Christmas bonus. The Detective Division was established in **1958**. Prior to that time, the patrol division worked all criminal cases. Earl Claxton and Jimmy Hill were the first two detectives in the City of Longview, and they handled the 300 cases reported that year. In **1962**, the authorized staff increased to 48 officers, the work week decreased to 40 hours, and officers made $385.00 per month. The Police Department moved to its current site at 302 West Cotton Street in **1978**.

In **1991**, the Police Department's authorized strength was 129, but increased to 144 in **1995**. By **2003**, we had 143 sworn personnel and 23 civilian personnel.

The Longview Police Department TODAY

Chief Mike Bishop oversees an authorized strength of 172 police officers and 62 civilian employees. The Longview Police Department covers an area roughly 55 square miles with a population of approximately 83,000 which significantly increases during daytime hours.

The department is divided into two bureaus, Operations and Operations Support. An Assistant Chief supervises the daily operations of each bureau. Assistant Chief Anthony Boone is assigned to Operations Bureau and Assistant Chief Carlos Samples manages Operations Support Bureau. Both Assistant Chiefs, the Public Information Officer, and Office of Professional Standards report directly to Chief Bishop.

Patrol officers are responsible for patrolling the streets of Longview 24 hours a day, every day of the year. This falls into the Operations Bureau. Other sections of Operations consist of Traffic, School Resource Unit, and the Special Investigations and Apprehension Unit.

Criminal Investigations Division is assigned to the Operations Support Bureau. This Division is designed to follow up on the field investigations patrol officers began. Criminal Investigations is responsible for completing the investigations and forwarding cases for prosecution. Police Area Representatives, Records Division, Training & Recruiting, Planning & Research, Support Services, and Public Safety Communications also are assigned to the Operations Support Bureau.

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MISSION & VALUES

Longview Police Department
Mission Statement
&
City of Longview
ATIP Values

Mission Statement

The Longview Police Department is committed to principled performance of service in the public safety interest. Department members recognize that, by virtue of their position, their duty is to be good stewards of the public trust.

ATIP Values

City of Longview employees have developed their own set of core values and definitions and strive to be committed to excellence.

These core values are:

ACCOUNTABILITY— "To be dependable, reliable and responsible."

TEAMWORK— "Working together to achieve more."

INTEGRITY— "The moral and ethical guide that leads all my actions."

PROFESSIONALISM— "Exhibiting job knowledge and dedication to others."

Longview Police Department Organizational Principles

I. Protection and Prevention:

The Department is committed to a professional approach to effective enforcement of the law while protecting the constitutional rights of all people in our community. Consistent with the principles of democracy, we shall exercise the authority and responsibility necessary to protect life and property, apprehend persons who commit unlawful acts, and defend the rights of crime victims and witnesses. We recognize the responsibility for public safety must be shared among the police, the community, and the government. We understand that some conditions not directly related to ongoing criminal activity can erupt into crime when not effectively addressed. Therefore, the Department is committed to maintaining open communication and emphasizing crime prevention in the community.

II. Responsibility and Respect:

We promote the acceptance of personal responsibility for one's actions as the essence of good character. We pledge total accountability for our actions and are committed to holding criminals answerable for theirs. We respect and honor the inherent dignity and worth of all people, including ourselves, and pledge fair and equal treatment for all.

III. Integrity and Ideals:

The unique service we provide to the community demands the highest degree of public trust, and we will not tolerate the violation of that trust. We demand the highest degree of integrity and professionalism from all members of the Department. We aspire to the highest ideals of personal conduct in every word and deed, and our behavior should inspire and sustain the confidence of our community.

IV. Dedication to Duty:

We are dedicated to the relentless performance of our duty in pursuit of an improved quality of life for all. We pledge faithful police service to our community, embracing equal measures of courage, compassion, conscience and consistency. We are dedicated to the pursuit of excellence through professionalism.

V. Employee Excellence:

The men and women of the Department are the greatest asset. We will recruit and employ only those persons who live by these guiding values. We have a deep appreciation for the implicit hazards of this profession and actively seek opportunities to improve safety. We will promote the maintenance of excellent health and morale for all and will treat fellow employees with dignity, respect, and fairness. We support our members by pursuing the finest training, technology, and equipment. We are committed to open, effective internal communications. We encourage innovation and value the participation of all members of the Department in the creation and realization of our goals.

ACCOUNTABILITY

Texas Police Chiefs Association: The TPCA is an organization of Texas Police Chiefs seeking professionalism and best practices for Texas Law Enforcement. The TPCA offers a recognition program for law enforcement agencies with over 165 best practice criteria. In order to be "Recognized," a careful internal review of policies, procedures, equipment, etc., is conducted to prove compliance with the specific standards.

The Longview Police Department was one of the first agencies in Texas to complete the recognition program in 2008. In 2012, the Longview Police Department successfully renewed its "Recognition" status with the Texas Police Chiefs Association and the Agency successfully renewed its third "Recognition" status on January 20, 2016.

Several TPCA "Recognition" standards are referred to in the Organization Goals and Objectives section.

The Police Memorial

The Officers patrolling our streets understand the commitment and oath they swore to when becoming members of the Police Department. Each officer knows that the safety of our community is top priority, and the officer must place himself or herself in harm's way to protect and defend the community. The Longview officers, no matter of rank, are reminded of this pledge and potential sacrifice daily when they quietly step past the Longview PD Fallen Officer Memorial directly in front of the Police Station.

The Memorial was donated by the Longview Police Officer's Association in May, 2014.

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ORGANIZATION

Longview Police Department
Organization Chart,
Personnel Summary
&
Budget

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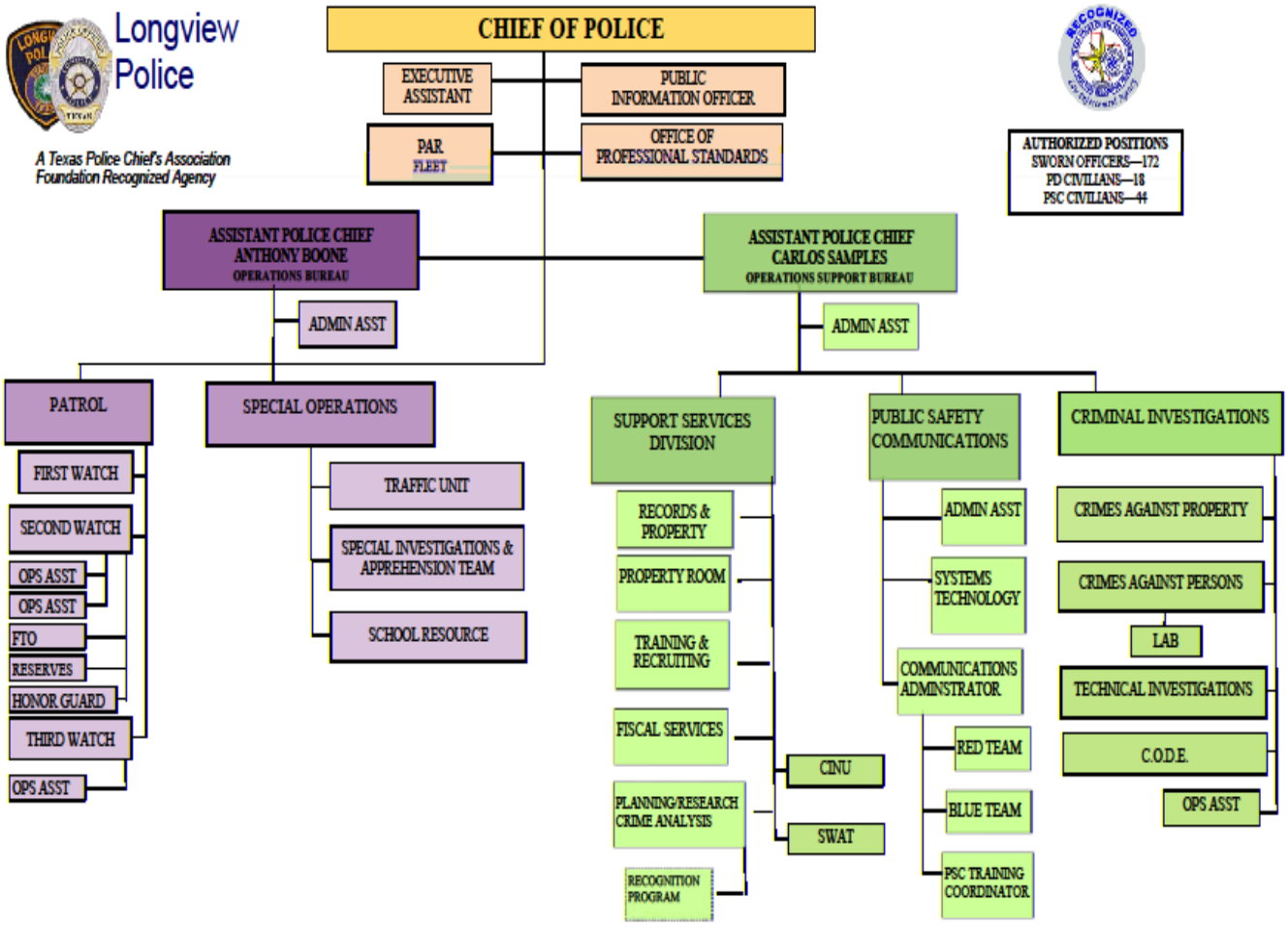
Longview Police Department Organization Chart



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CITY OF LONGVIEW

Personnel Summary

Personnel Summary	POSITIONS AUTHORIZED Budget FY 2013-14	Budget FY 2014-15	Budget FY 2015-16	Budget FY 2016-17
FULL TIME:				
Police Chief	1	1	1	
[redacted]hief	2	2	2	
P[redacted]	6	6		
Police Sergeant	24	25	24	
[redacted]		138		

Budget

FY 2013-14		FY 2014-15		FY 2015-16	
ITEM	**COST**	**ITEM**	**COST**	**ITEM**	**COST**
Personnel		**Personnel**		**Personnel**	
PD	$11,179,752.00	PD	$11,267,977.00	PD	$12,160,896.00
PSC	1,174,866.00	PSC	1,242,370.00	PSC	1,157,152.00
E-911	513,767.00	E-911	513,255.00	E-911	533,136.00
Total	$12,915,825.00	Total	$13,024,602.00	Total	$13,851,184.00
Supplies		**Supplies**		**Supplies**	
PD	$776,401.00	PD	$812,782.00	PD	$742,779.00
PSC	30,205.00	PSC	32,225.00	PSC	33,126.00
E-911	4,643.00	E-911	2,850.00	E-911	2,850.00
Total	$748,302.00	Total	$847,857.00	Total	$778,755.00
Maintenance Struct		**Maintenance/ Struct**		**Maintenance/ Struct**	
PD	$6,500.00	PD	$7,500.00	PD	$7,500.00
Total	$6,500.00	Total	$7,500.00	Total	$7,500.00
Maintenance Equipment		**Maintenance Equipment**		**Maintenance Equipment**	
PD	$464,004.00	PD	$417,590.00	PD	$434,664.00
Total	$464,004.00	Total	$417,590.00	Total	$434,664.00
Contractual Services		**Contractual Services**		**Contractual Services**	
PD	$1,418,873.00	PD	$1,605,694.00	PD	$1,921,229.00
PSC	528,682.00	PSC	533,134.00	PSC	687,941.00
E-911	141,034.00	E-911	141,984.00	E-911	159,815.00
Total	$2,153,286.00	Total	$2,280,812.00	Total	$2,768,985.00
Payroll Benefits		**Payroll Benefits**		**Payroll Benefits**	
PD	$3,603,911.00	PD	$3,620,583.00	PD	$3,847,208.00
PSC	467,847.00	PSC	507,177.00	PSC	499,129.00
E-911	182,420.00	E-911	188,282.00	E-911	186,978.00
Total	$4,254,178.00	Total	$4,316,042.00	Total	$4,533,315.00
Capital Outlay		**Capital Outlay**		**Capital Outlay**	
PD	0	PD	$49,822.00	PD	$8,763.00
PSC	0	PSC	0	PSC	0
E-911	$45,722.00	E-911	47,500.00	E-911	47,500.00
Total	$45,722.00	Total	$97,322.00	Total	$56,263.00
Total	**$20,586,067.00**	**Total**	**$20,991,725.00**	**Total**	**$22,430,686**

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THE CITY OF LONGVIEW AND THE POLICE DEPARTMENT

THEN and NOW

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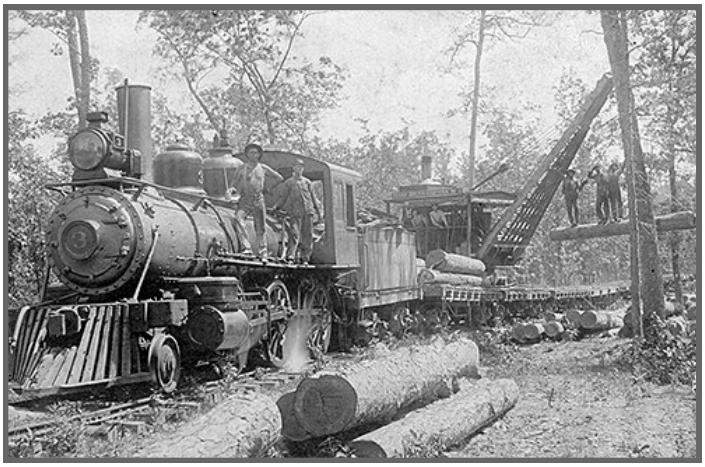
Historical Perspective

Longview, the county seat of Gregg County, is on Interstate Highway 20 and U.S. highways 80 and 259, about 125 miles east of Dallas in eastern Gregg and western Harrison counties. It is the largest city in Gregg County. Its current boundaries include three leagues of land granted to Anglo-Americans late in **1835**. There was no significant settlement of the area, however, until the **1840s** and **1850s**. What became Longview consisted of mostly hilly land in the southeast corner of Upshur County, devoted more to small farms than to large plantations. Before the Civil War there were, within what are now the Longview city limits, two rural communities with United States post offices: Earpville in the east and Pine Tree in the west. A Methodist congregation at Earpville, dating back to **1846**, later became the present First United Methodist Church of Longview. Today's Pine Tree Cumberland Presbyterian Church was chartered in **1847**.

The town of Longview itself was founded in the early **1870s**, when the Southern Pacific Railroad (later the Texas and Pacific) extended its track from Marshall in Harrison County westward into Gregg County. The railroad bypassed Earpville and laid out a new town a mile to the west on land purchased from Ossamus Hitch Methvin, Sr. Railroad management called the new settlement Longview, reportedly because of the impressive view from Methvin's house, which was on what is now Center Street. A post office was established in January **1871** before regular rail service to the town began. Due to financial problems, the Southern Pacific delayed further track construction for two years, and Longview became the western terminus of the railroad. Wagons from throughout East Texas journeyed to the town, which quickly developed as an important regional trading center. A commercial district, composed of hastily built wood-frame buildings, sprang up around the terminal.

On May 17, **1871**, Longview became the first community in Gregg County to incorporate. Earpville disappeared from the map, but Pine Tree endured as a recognizable community, known later as Awalt, then as Willow Springs, and finally as Greggton before being annexed by Longview in the **1960s**. During its early years, the city was dominated by Republican Party interests. Among the early opponents of the Republicans was James Stephen Hogg, who established, then discontinued, a tri-weekly newspaper during a two-month stay in Longview in **1871**.



In the early years, Longview was a rough railroad town; violence was common, and nearly half of the town's businesses were said to have been saloons. Despite its rough character, there were already signs in the early **1870s** that the town was developing into a more established city. In **1873**, a weekly newspaper, the Longview *New Era*, began publishing. In **1872**, the International Railroad (later the International-Great Northern) built a connection between Longview and Palestine. The railroad joined the Southern Pacific about a mile east of the Longview depot, and the area became known as Longview Junction. A third railroad, the Longview and Sabine Valley, began construction from Longview Junction in **1877**. As the railroads furthered the economic transformation of the region, seven new counties were established in northeastern Texas by the fragmentation of long-established larger counties. In **1873**, a county centered geographically and politically on Longview was proposed; it was to take pieces from Upshur, Rusk, and Harrison counties. Longview became the county seat. When the Rusk portion turned out smaller than hoped and the Harrison part proved unattainable, Longview was left very near one edge of a small and peculiarly shaped Gregg County.

During the **1870s** and early **1880s** the town grew rapidly. Partly due to a major fire in **1877**, the original frame buildings of the commercial center were replaced with structures of brick and stone. By **1882**, Longview had Methodist, Baptist, Presbyterian, and Christian churches, as well as three sawmills, two schools, a bank, a planing mill, a cotton gin, a foundry, a machine shop, a street railway, an opera house with a seating capacity of 450, and three weekly newspapers-the *New Era*, the *Surprise*, and the *Democrat*. At that time, the estimated population was 1,525.

The area around Longview Junction also developed into a small commercial center, and a street railway running along Fredonia and Methvin streets operated between the two depots. Longview Junction was annexed to the city in 1904. From **1882** until after World War II, the city's main industrial plant was the Kelly Plow Company, a very substantial agricultural equipment factory. The town's population grew steadily during the last years of the **1800s**. By **1910**, it had reached 5,155. The Longview Electric Light and Power Company began supplying electricity around **1895**; the first municipal waterworks was installed in **1904**; and a sanitary sewer system was installed around **1910**. In **1903**, the Graham Manufacturing Company built a large crate and box factory for farm produce next to the Kelly Plow Company. The Port Bolivar Iron Ore Railroad Company, formed in **1911**, built about thirty miles of track north from the Junction as part of an unsuccessful plan to develop Ore City.

Between **1910** and **1920** the population growth slowed, and in **1920** Longview was a rural cotton and lumbering center with an estimated 5,713 residents; African Americans made up 31 percent of the population. Racial tensions, which had long been simmering beneath the surface, erupted into violence in the Longview Race Riot of **1919**. Black residences and businesses were burned and one African-American man was killed several miles west of Longview. Marshall Law was placed in effect by Gov. William P. Hobby. Two hundred and fifty National Guardsmen and eight Texas Rangers gathered all firearms from the citizens, ordered a curfew, and forbade groups of three or more from gathering on public streets. Martial Law ended one week later, and although several people were arrested, none of them stood trial for the crimes committed.

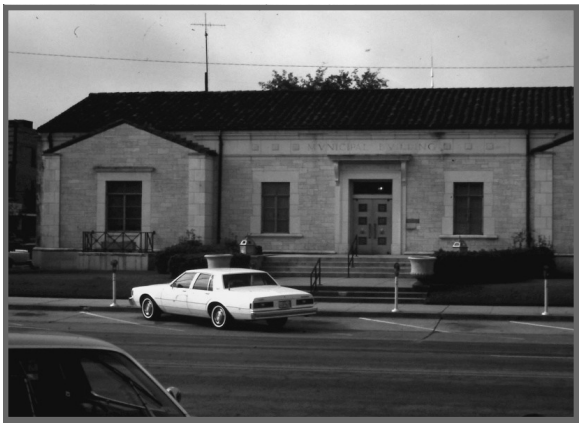
During the **1920s**, cotton prices fluctuated and timber supplies dwindled, which lead to economic uncertainty for Longview. However, a paved highway, later known as U.S. Highway 80, was built through the town, and the population increased by nearly 2,000 during the decade. By 1929 the city had more than 7,000 residents. The Longview Chamber of Commerce, founded in **1916**, promoted the city with an aggressive advertising campaign. A Rotary Club was organized in **1920**. In **1926**, Longview became the headquarters of the newly founded East Texas Chamber of Commerce. In **1929**, the Texas and Pacific Railway moved its division offices to Mineola, and nearly 700 families moved away. By **1930**, the population of Longview had dropped to 5,036, slightly lower than its population in **1910**. The discovery of the rich East Texas oilfield in the early **1930s**, however, saved the town from the harsh economic effects of the Great Depression. Located several miles outside the oilfield, Longview was spared the worst aspects of boomtown chaos but was able to capitalize on its position as the established business center and governmental seat of Gregg County. The city was transformed from a sleepy cotton, lumber, and railroad town populated largely by natives to a thriving commercial and industrial city dominated by Southern newcomers.

The population more than doubled during the **1930s**, to 13,758 in **1940**. That same year the town reported 750 rated businesses. Burgeoning tax receipts allowed city and county officials to build numerous new government structures and schools, including a new county courthouse in **1932**.

In **1942** construction began on the Big Inch pipeline, which originated in Longview. From February 13, **1943**, through August 31, **1945**, this pipeline transported more than 261 million barrels of crude oil to the East Coast for refining. This ensured an uninterrupted supply of gas and oil during World War II. Concerted efforts to attract diversified industries to Longview during the war and for twenty years thereafter were led by Carl Lewis Estes, newspaper publisher. During World War II, the federal government built a large hospital complex, Harmon General Hospital, just outside of Longview. After the war, Robert G. LeTourneau opened a large manufacturing plant for earth-moving equipment, and he acted with other civic leaders to turn Harmon General Hospital into LeTourneau Technical Institute. In **1950**, Eastman Kodak Company chose a site near Longview for its new subsidiary, Texas Eastman Company, which became the largest chemical complex in inland Texas. Other developments during the immediate postwar period in the greater Longview area included Gregg County Airport and Lake Cherokee. In **1966**, a Schlitz brewery and an associated container factory were built in Longview; the beer plant later became the Stroh Brewery, the largest in Texas, producing 4 million barrels annually.

During the **1940s** and **1950s**, the population of Longview grew steadily, from 24,502 in **1950** to 40,050 in **1960**. The city's growth was fueled by a growing migration from rural areas of Gregg County and by the annexation of neighboring Greggton and Spring Hill. More recently the Longview metropolitan area has spread east into Harrison County. The city population reached 45,547 in **1970** and 62,762 in **1980**. In the early **1990s**, Longview was an important regional industrial and medical center. The city is served by the Longview, Pine Tree, and Spring Hill independent school districts, each having a major high school. Longview's population in **1990** was 73,263; the metropolitan area had an estimated population of 170,200.

The Longview Police Department Formation



The Gregg County Sheriff's Office provided law enforcement for Longview until the early 1900's. On September 2, **1901**, a City Ordinance defining the Police Force of the City of Longview was approved, which stated:

> *The Police Force shall consist of a City Marshall, one Night-Policeman and such Policemen as the City Council may from time to time deem necessary.*

The Ordinance went on to say that the City Marshall would be an elected officer and all other policemen were to be appointed by the Mayor. On April 9, **1923**, a new City Ordinance changed the position of City Marshall to Police Chief, and City Marshall Martin Hays became Longview's first Police Chief. The ordinance stipulated that the Police Chief would be responsible for both Police and Sanitation at a salary of $150.00 a month. He was also responsible for furnishing and maintaining his own horse. The night policeman was paid $65.00 per month.

Albert Adams was appointed Police Chief by Public Safety Commissioner Martin Hays on July 11, **1934**. A night sergeant and traffic officer was also added to the force, which now included 3 police officers. The Police Department of **1939** had policemen working 12-hours shifts, 7 days a week. They worked 3 weeks before receiving a day off. Their uniforms consisted of black wool shirts and pants. Police cars did not have radios, so the dispatcher, Maggie, would run a red flag up a poll when a call for service was received. Policemen would check by to see if the flag was raised. If the flag was up they would drive the car to an alley by the station and receive the call from the dispatcher through an open window. The flag became known as "Maggie's Drawers". The officers would say they were going to check and see if "Maggie's Drawers" were hanging out! Patrolman worked the downtown area most of the time, checking buildings at night and directing traffic during the day.

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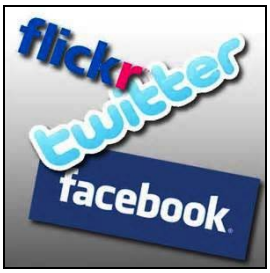
Public Information Officer

The Public Information Officer (PIO) is the face of the Longview Police Department. This position wears many hats. Generally the PIO plans, develops, organizes, and provides direction for comprehensive public information policies and community relations programs for the Police Department, in consultation with the Chief of Police. The purpose is to educate the general public and media about the department's programs, projects, events, and services. Further, the PIO implements community education and outreach, and media relations functions and activities while ensuring that the Department meets all applicable laws, regulations and City policies. The PIO also provides highly responsible and complex administrative and operational assistance to the Chief of Police in areas of expertise; fosters cooperative working relationships with intergovernmental agencies; serves as the department's spokesperson, responds to public requests for information, and prepares public press releases.



Office of Professional Standards

A proper relationship between the Longview Police Department and the citizens of Longview is built on confidence and trust which is essential for the effective delivery of law enforcement services. The purpose of the Internal Affairs Unit is to ensure Police Department personnel comply with professional standards of the Department.

The function of the Internal Affairs Unit is to ensure this proper relationship by providing citizens with a fair and effective avenue to seek redress for legitimate complaints against department employees, and to protect employees from false charges of misconduct.

In order to accomplish this function, the Internal Affairs Unit is responsible for:

* Internal investigations
* Use of force compliance reviews
* Special investigations
* Employee traffic accident reviews

Patrol

In an effort to provide the best policing, the City of Longview has been divided into two districts with six individual beats:

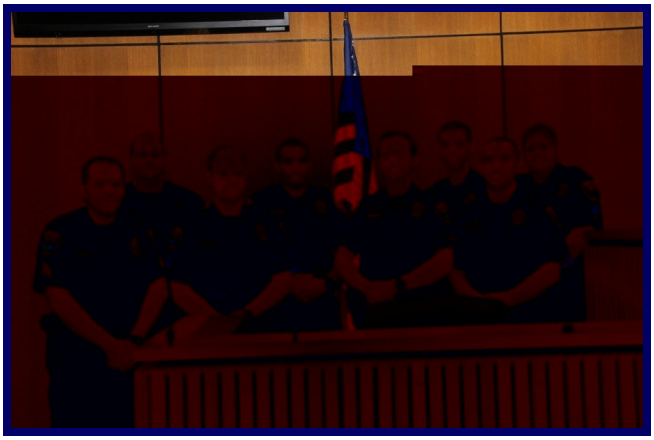
District A consists of beats 10, 30, and 50
District B consists of beats 20, 40, and 60

There is a Patrol Lieutenant assigned to each district and a specific Patrol Sergeant responsible for each beat. Patrol Officers are assigned to a beat for one year and they work in 8-hour shifts. The shifts are referred to as Watches. The First Watch covering the night shift, Second Watch being the day shift, and Third Watch operating the evening hours. Overlapping shifts are utilized to ensure complete coverage for the City during shift changes.

Patrol is the front line of the department. This group of dedicated men and women are the face of the Longview Police Department as they respond to all calls for assistance. On average the police department responds to over 300 calls for service a day with an annual average of over 112,000 service calls. Patrol officers initiate investigations on criminal activity that includes burglaries, thefts, robberies, criminal mischief, and suspicious activity. When not assigned to calls patrol officers conduct traffic enforcement, security checks, and interact with the public to help build a stronger relationship with the community.

Patrol officers utilize advanced technology that helps them communicate with Public Safety Communications. Each patrol officer is outfitted with a digital camera, finger print equipment, and professional training to handle the vast array of calls they encounter.

Field Training Officers



Once new recruits have completed a five week in-service training they are released to the Field Training program. This intense 17 week, 4 phase program is geared to train the new officers so they can function as an independent patrol officer.

The department utilizes 21 field training officers that have the dual responsibility of providing police service in their assigned beats, as well as conducting one on one training and evaluation for new officers. Training is conducted and staffed by field training officers on a 24-hour basis. A new recruit rotates between different field training officers and shifts to expose them to the unique aspects of each shift. Each new officer is required to meet specific performance standards set forth in the field training program. As the new officer progresses through the four phases more responsibility is placed on the new officer and less on the field training officer. In the final phase the new recruit is evaluated on performance and ability to act independent of the field training officer.

Field training officers are experienced members of the Department that are selected to fulfill the role of trainer. Field training officers receive specialized classroom training and certification to meet state requirements and the requirements of the Department.

K-9 Unit

The department has three canine officers each assigned a patrol dog. Each dog undergoes extensive training specifically to assist police and other law-enforcement personnel in their work, such as searching for drugs and explosives, searching for lost people, suspect apprehension, looking for crime scene evidence, clearing buildings, community programs, and protecting their handlers. The most common dogs utilized are German Shepherds and Belgium Malinois. Longview Police Department canines are dual purpose, meaning they are narcotic detectors and trained in patrol tactics. Each canine is certified by the National Narcotic Detector Dog Association (NNDDA).

Police dogs are retired if they become injured to an extent where they will not recover completely or are too old or sick to continue working. Since many dogs are raised in working environments for the first year of their life and retired before they become unable to perform, the working life of a dog is generally 6 to 9 years.

K-9

In the early years of law enforcement bicycles were used to patrol urban areas. Once cars became readily affordable police departments moved away from bicycles. Now police departments utilize bicycle units to make officers more approachable along with more mobility and range for foot patrols.

The bike unit is a part time position supplemented by officers from all aspects of the department. Longview Police Department's e c

Traffic Unit

The public's safety on Longview streets is of the utmost importance to the Police Department. The primary responsible unit for road safety is the Traffic Unit. Nine motor officers, including one sergeant, mounted on Harley Davidson Road Kings serve this community with the strongest commitment to traffic safety. In addition to their enforcement responsibilities, the Traffic Unit officers are trained in Advanced Accident Investigation and Accident Reconstruction. They are also responsible for follow-up investigations of hit and run accidents.

The Traffic Unit also provides escorts for funeral services, taking the procession through the city safely with dignity. Escorts are also provided for dignitaries, such as the President of the United States and the Vice President. Traffic Unit officers share safety presentations with area youth. Citizens are always encouraged to report areas of concern to the Traffic Unit when violations of traffic laws endanger the public's safety.

Traffic Unit officers regularly work the grant funded Selective Traffic Enforcement Program (STEP) providing additional manpower hours of enforcement. While performing STEP duties, officers concentrate on red lights, seat belt usage, speed compliance and DWI/DUI enforcement.

The Traffic Unit also enforces the Commercial Motor Vehicle Enforcement Program, which began in July of 2009. The Longview Police Department currently has three officers certified as Commercial Motor Vehicle Enforcement Officers and the program are expected to grow in coming years. The goal of the program is to improve the safety of the public by deterring violations being committed by operators of large commercial vehicles. The most common of these violations are vehicles that are over weight, have hazardous equipment violations or have operators that are exceeding their driving hours. Commercial motor vehicles that are over weight are largely responsible for the damage caused to Longview city roadways.

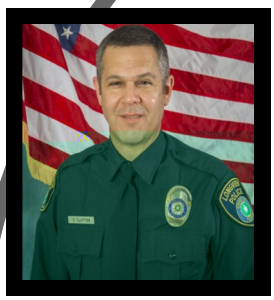
Special Investigations & Apprehension Unit

The Longview Police Department's Special Investigations and Apprehension Unit (also known as the Fugitive / Gang Unit) is a specialized unit attached to the Operations Bureau. This unit is primarily focused on the apprehension of wanted felony fugitives and tracking gang activities. Officers in this unit work closely with Local, State, and Federal Agencies to complete their objectives. The overall goal of this unit is to reduce crime and to improve the quality of life for the citizens of Longview.

The SIA unit assists in patrol investigations and actively engages in street-level narcotic enforcement. Further, this unit is called upon to conduct surveillance when needed for a variety of reasons. If criminal intelligence suggests that a specific location is being targeted, SIA can be counted on to be there and be prepared. The SIA unit works closely with the other sections of the department to curb criminal activity.

The SIA Unit actively solicits and encourages community involvement to assist in reducing criminal activities in Longview. Citizens are encouraged to contact the SIA Unit regarding the location of known wanted Felons and Gang activities.

Longview Police Department - Police Area Representatives



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Sergeant Jacky Hiles
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Officer M. Ryan
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Officer John Rolls
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CITIZEN'S POLICE ACADEMY

Officer Jeff Hall
903-424-7725
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Officer Kendrick Montgomery
903-619-0124
kmontgomery@longviewtexas.gov

Women's Handgun Safety

PAR OFFICE LOCATIONS

BEAT 10 - 1602 PINE TREE ROAD
BEAT 20 - LONGVIEW MALL
BEAT 30 - 501 PINE TREE ROAD
BEAT 40 - 1202 N. 6TH STREET
BEAT 50 - 502 S. CENTER STREET
BEAT 60 - 1406 E. BIRDSONG

Longview Police Department - P.O. Box 1952 -302 West Cotton,
Longview, Texas - 75606 - *www.longviewpolice.com* - 903-237-1111

Police Area Representatives

Community Policing is a philosophy based on the concept that police officers and community members working together in creative ways can help solve contemporary community problems related to crime, fear of crime, social and physical disorder, and neighborhood decay. Citizen involvement shifts the focus of police work from responding to random calls to working on a proactive basis to solve community problems.

The Longview Police Department divided the City of Longview into six beats. Each beat has a dedicated P.A.R. officer. The Officers are responsible for organizing Neighborhood Crime Watches, assisting with community events, conducting child ID programs, speaking at various events, and many other community programs. Each of these officers has received specialized training in crime prevention. Police Area Representatives work out of a community storefront within his or her beat. This enables these officers to work closely with citizens in that beat .

School Resource Officers

The Longview Police Department's School Resource Unit is a Specialty Unit that operates under the Operations Support Bureau. The Unit is composed of one sergeant, who supervises the daily operations of the unit, and six officers.

SCHOOL RESOURCE OFFICERS ARE ASSIGNED TO:

Longview High School
Forest Park Magnet School of Global Studies
Foster Middle School
Pine Tree High School
Pine Tree Junior High School
Spring Hill High School

Longview ISD LOBOS

Spring Hill ISD PANTHERS

Pine Tree ISD PIRATES

THE GOALS OF THE SCHOOL RESOURCE OFFICERS ARE:

To bridge the gap between police officers and young people and increase positive attitudes towards law enforcement

Teach the value of the legal system
Promote respect for people and property
Reduce juvenile crime by helping students formulate an awareness of rules, authority, and justice
To take a personal interest in students and their activities
To allow students access to the legal system
Teach students how to avoid becoming a victim through self awareness and crime prevention

Criminal Investigations

Criminal Investigations Division is responsible for investigating criminal acts that occur within the City. The Criminal Investigations Division (CID) is organized into units that are offense specific, thereby maximizing job knowledge and experience among detectives promoting higher quality investigations. The Criminal Investigations Division is divided into four sections:

- Crimes against Persons
- Crimes against Property
- Technical Investigations
- County Organized Drug Enforcement

The Crimes Against Persons Section is assigned five detectives that are responsible for follow-up investigations of major crimes committed against persons. Major crimes include homicide, sexual assaults, robberies, assaults, harassment, and stalking. The Department's Physical Evidence Specialists are also in this Unit.

The Crimes Against Property section is responsible for all property crimes. This section consists of six detectives that conduct follow-up investigations of property related crimes, to include burglaries, thefts, criminal mischief, and criminal trespass.

The Technical Investigations Section consists of five detectives and is responsible for physical evidence collection and analysis; investigations involving electronic and digital devices; and white collar crimes, such as forgery, counterfeiting, credit/debit card abuse and other forms of fraud. The Department's cyber-crimes lab is also in the Technical Investigations Section.

The County Organized Drug Enforcement Unit, otherwise known as CODE, is a cooperative enforcement unit staffed by investigators from participating police agencies in Gregg County. The CODE Unit conducts proactive narcotics investigations and responds to complaints of drug activity by citizens of Longview and Gregg County.

Crisis Intervention & Negotiations Unit

The Longview Police Department places its highest value on the safe guarding of human life. The Crisis Intervention Negotiations Unit is the ultimate projection of that value.

The department's Crisis Intervention Negotiations Unit consists of one supervisor and six officers. The Unit is activated when any person in crisis is in a position to prevent police action by threats of injury to himself and/or others. This includes suicidal persons, hostage-takers, and barricaded suspects.

All members of the Unit have received at least 40 hours of basic negotiation training. The basic training includes instruction in psychological profiles of offenders, negotiation tactics, administrative procedures for negotiators, intelligence gathering, and roles of team members. Advanced training can address any other subject related to negotiations that requires specialized training. The Unit has been trained in such specialized areas as negotiating with terrorists, specialized equipment operation, and critical incident stress debriefing.

The Unit responds to barricaded persons, raids, and the serving of arrest warrants when requested by the tactical commander. CINU also assists other agencies in conducting their investigations. LPD SWAT and CINU teams work together to resolve complex situations.

The Unit has acquired new equipment that puts it on the cutting edge of technology. The capabilities of the equipment and tactics used in its deployment are confidential, but the insight of the Chief of Police and City administration in approving the purchase of the equipment has shown their commitment to the

Special Weapons & Tactics

To minimize the risk of serious injury to officers and citizens during a crisis situation, the department maintains a specialized unit of officers who are trained and equipped to deal with such events. The Special Weapons and Tactics Team (S.W.A.T.) is responsible for responding to and resolving critical incidents and unusual occurrences involving extreme violence or the risk of such.

The SWAT Team is a multi-agency team consisting of officers from the Longview Police Department, Gregg County Sheriff's Office, Kilgore Police Department, and paramedics from the Longview Fire Department. The S.W.A.T. Team is a part-time assignment, whose members have other assignments within their respective departments. The S.W.A.T. Team trains two days each month. Several of the team's members are deployed across the three shifts as "First Responders." These officers have the important task of responding to violent crimes to mitigate a violent episode in the early stages, thus saving lives.

The S.W.A.T. Team assists the County Organized Drug Enforcement Unit in the execution of high-risk search warrants. The team also responds to barricaded persons calls and assists the DEA, FBI, ICE, and the US Marshal's Service with arrest warrants. Additionally, the team has also been utilized to augment the Secret Service during high-profile visits to Longview.

Training & Recruiting

The Training Section of the Longview Police Department fills a large role within the Department. This section is maintained by two officers and a supervisor. Training has the responsibility of not only training members of the Department, but maintaining accurate training records and submitting required documentation to the Texas Commission on Law Enforcement (TCOLE). The Training Section also periodically hosts outside training for members of other law enforcement agencies and coordinates the usage of the Roy Stone Training Room.

Further, the Training Section coordinates the hiring process for the Department. This group of dedicated officers is involved in each step from the application being submitted through hiring and then the field training program newly hired officers must complete.

Planning and Research

The Planning, Research & Crime Analysis section serves the department by analyzing crime trends and patterns to aid in crime solving and proactive police activities. This section also analyzes staffing needs, prepares grant proposals, researches special areas of interest, develops reports, and maintains Texas Police Chief's Association recognition. Crime statistics are beneficial to the business and individuals that may be in search of a new home or business. This section provides crime statistics to the public to help them understand the geographical area in question.

Reserve Officer Unit

The purpose of the Reserve Officer Unit is to assist the police department to safeguard life and property, to uphold and enforce the law, apprehend offenders, and to provide service to the community. The Reserve Unit has both non-salaried and part-time paid positions.

The Reserve Unit supplements police operations. Both the non-salaried and part-time paid officers receive the same training and meet the same standards as the full-time salaried officers. Currently there are two non-salaried reserve officers. Reserve officers participate in different areas of operation within the police department, including training from either in-house or from outside agencies, Patrol Operations, SWAT Operations, County Organized Drug Enforcement Operations, the processing and collection of evidence by the Crime Lab, and special assignment details.

The Reserve Unit has participated in several special assignment details during the years. The special assignments include security for Alley Fest, security for local high school athletic events, and security at the annual Christmas Parade. The Reserve Unit also sponsored a booth at the Gregg County Fair to inform the public about the Reserve program and to contact potential candidates for the position of Reserve Officer.

Public Safety Communications

The Public Safety Communications division is responsible for answering emergency and non-emergency phone lines for both the Longview Police Department and Fire Department. This group of dedicated employees work around the clock to assure that when someone needs help the proper response is provided.

Communications receives roughly 500 calls per day for an annual total of 182,000 phone calls a year. When someone calls needing a public safety response the call is handled by call takers who route the call to the appropriate agency using highly sophisticated computer aided dispatch software. The information then broadcasts to the responding units via a digital radio system. At the same time officers receive the same information on their mobile computers which assists in providing critical information and the fastest route to the location from their current position.

Once officers arrive on scene they are able to communicate with a secondary dispatcher who can perform a variety of functions through local, state, and Federal programs. Further, dispatch can coordinate the need for additional officer response.

Longview Police Department is fortunate to have equipment that allows communication between a wide variety of agencies in East Texas which is routed through Public Safety Communications.

POLICE OFFICER
POLICE
TEXAS

GOALS & OBJECTIVES

FY 2014–2015 REVIEW

POLICE OFFICER
POLICE
TEXAS

The Measure of Success
A review of the objectives and benchmarks for FY 2014/2015 (October 1 through September 30):

LONGVIEW POLICE DEPARTMENT IMPROVEMENT				
Objective 1 Logistics	Benchmarks	Bureau Responsibility	Budget Impact	FY 2014/2015 Notes and Accomplishments
1.1 Monitor office space for department growth while maintaining the feasibility for future department growth needs.	1. Utilize department leased locations. 2. Begin the development plan to place the detectives in a city-owned location	Operations Support Bureau	YES	In the attempt for more space, the Longview Police Department partnered with Pine Tree ISD to lease the old Administrative Office located at the High School campus. This partnership will continue in the 2015/2016 cycle. While this is not the end goal for space, it does create options for the PD and places officers close at hand to the second largest High School in town.
Objective 2 Relationships	Benchmarks	Responsibility	Budget Impact	FY 2014/2015 Notes and Accomplishments
2.1 Continue to develop Community outreach and citizen involvement.	1. Increase of the Citizens Police Academy and Citizens on Patrol programs. 2. Initiate and implement a Hispanic Citizens Police Academy. 3. Develop programs where the officers have more direct contact with local businesses. 4. Maintain department approved programs and presentations with each available at least annually.	Operation / Operations Support Bureau	NO	The Police Area Representatives have worked hard this year to increase community contact. We, as an agency, still need to establish ties with all members of our community. The Department offered most programs and presentations during the year. However, the church safety seminar was not hosted this year, but we plan to offer it in 2016.
2.2 Continue to develop relationships with local, state and federal agencies	Continue to maintain and strengthen relations between law enforcement agencies and criminal justice entities at the local, state, and federal level through communication sharing and training.	Operation / Operations Support Bureau	NO	During the year, personnel have worked with the Dept. of Homeland Security, the FBI and the Secret Service on cases in the Longview area. The agency is also hosting training that has been attended by state and surrounding agencies.
2.3 Evaluate results from 2012 Citizen Satisfaction survey and implement measures to address citizen's needs.	Community concerns were identified and these issues will be addressed in the Strategic Plan.	Police Adm.	YES	Part of the Goals and Objectives in this Strategic Plan have been initiated from the Survey.

2.4 Complete citizen survey every 3 years.	Conduct survey each three years to evaluate the improvement of the PD and determine which areas still need work.	Operations Support Bureau	YES	Due again in the 2015/2016 fiscal year.
ROADWAY SAFETY				
Objective 1 Logistics	Benchmarks	Bureau Responsibility	Budget Impact	FY 2014/2015 Notes and Accomplishments
1.1 Refine statistical data from Computer Aided Dispatch (CAD) and Records Management System (RMS) to identify developing traffic hazard areas and trends.	1. Develop data extraction reports that identify areas that are statistically more dangerous. 2. Require the reports on a quarterly basis to determine areas in need.	Operations Support Bureau	NO	The Planning and Research Section of the PD will be reviewing this data to realign Beats, if necessary.
1.2 Ensure efficient directed deployment of Traffic and Patrol resources through enhanced analysis of traffic data.	Utilize the traffic information recording devices to develop traffic trends regarding speed in order to plan where officers should be utilized for traffic enforcement.	Operations Bureau	NO	Use of radar recorders on two-lane roads and monitor crash reports for trends.
1.3 Utilize traffic enforcement and safety with the Selective Traffic Enforcement Program (S.T.E.P.)	1. Officers continue to target speeding, seat belt violations, and drunk drivers. 2. Monitor and review the STEP grants statistics annually to measure the effectiveness.	Operations Support Bureau	NO	The PD continues to participate in this program. In 2015, LPD officers accumulated 1,311 hours.
1.4 Ensure safe traffic management at accident scenes, traffic enforcement stops, and special events.	1. Prepare operations plans for large events. 2. Ensure that all patrol vehicles are equipped with proper emergency equipment. 3. Ensure officers are equipped with personal safety equipment.	Operations & Operations Support Bureaus	YES	The PD assisted with traffic control on many parade and run events during the year and also at major events such as Alley Fest and 4th of July.
1.5 Continue participation in the Commercial Motor Vehicle Enforcement Program.	Evaluate and adjust the staffing and equipment to maintain program stability for future growth to maintain safe commercial vehicles in the city.	Operations Bureau	YES	The PD continues to participate in this program with 78 unsafe commercial vehicles removed from our roadways in 2015

1.6 Enhance the utilization of social media to provide the traffic information to the public.	Incorporate mapping elements into social media postings to provide visual element notifications.	Police Admin./ Operations Support Bureau	YES	This continues to develop over time as LPD initiates more officers on each shift to share on LPD's social media.
SAFE COMMUNITY				
Objective 1 Homeland Security Preparedness	Benchmarks	Responsibility	Budget Impact	FY 2014/ 2015 Notes and Accomplishments
1.1 Review Incident Command System procedures and update as necessary. (TPCA 8.09)	Ensure that all personnel receive the proper training with FEMA using National Incident Command System.	Operations Support Bureau	NO	First line supervisors have received specialized training in NIMS, and all Command Staff have received advanced training in this area.
1.2 Seek Federal and State funds for counterterrorism efforts.	1. Monitor state and federal grant opportunities. 2. Monitor demilitarized items through the military surplus program that can be utilized by the department.	Operations Support Bureau	NO	During 2015, the Department obtained MDCs, with a state grant, allowing instant access to potential lifesaving information in the field.
1.3 Continued tactical readiness training for the Special Weapons and Tactics Team and the Crisis Intervention Unit. **(**TPCA 3.10)	Maintain the required training hours each month for the department's SWAT and CINU teams.	Operations Support Bureau	NO	The PD continues to adhere to this benchmark.
1.4 Maintain communication interoperability with surrounding local, and state, and federal law enforcement agencies.	1. Participation in regional training exercise with evaluated communications element included. 2. 100% attendance of Motorola Systems Owner Group Meetings.	Operations Support Bureau	NO	The PD continues to adhere to this benchmark, and participates in drills when they are in this region.
1.5 Maintain and evaluate the Homeland Security alert Notification System to ensure proper readiness and deployment of personnel in emergency situations. (TPCA 8.10)	1. Designate at least one person to review and be familiar with Homeland security mandates. 2. Continued use of the CODE RED system for emergency notifications.	Police Admin./ Operations Support Bureau	NO	The PD continues to adhere to this benchmark.
1.6 Ensure operational readiness of SWAT and CINU tools and equipment. (TPCA 7.25, 8.06)	Perform and document quarterly inspections to ensure all equipment is functional.	Operations Support Bureau	NO	This readiness inspection keeps equipment functional and is also a requirement of the TPCA Recognition Program.
1.7 Maintain participation in inter-jurisdictional emergency response training exercises.	Coordinate with the State of Texas Emergency Management and East Texas Council of Governments (ETCOG) to participate in, or host regional training exercises.	Police Admin.	NO	Members of LPD assisted Mt. Pleasant with an active shooter drill in 2014 and continue to be available for other inter-jurisdictional training exercises.

Objective 2 Enhance Crime Analysis	Benchmarks	Responsibility	Budget Impact	FY 2014/ 2015 Notes and Accomplishments
2.1 Enhance Crime Analysis position to provide timely analysis for administrative and operational planning, strategy, and resource deployment.	1. Research and analyze crime analysis software and maintain crime mapping capabilities. 2. Develop and maintain software that is able to provide accurate and current crime data in the city.	Operations Support Bureau	YES	The Department has been exploring software available to accomplish this task. These software products are costly.
2.2 Improve strategic intelligence to utilize and forecast criminal events and trends and specific perpetrators.	1. Coordinate intelligence with gang detective involving criminal groups and gang members active in the community. 2. Consider feasibility of adding a sworn position to the Crime Analysis Section for tactical analysis of the criminal element in the community.	Operations Bureau / Operations Support Bureau	YES	One detective currently focuses on gang activity in Longview. Adding onto the Crime Analysis portion will have to be monitored for when staffing and funds allow.
Objective 3 Public Awareness and Education	Benchmarks	Responsibility	Budget Impact	FY 2014/ 2015 Notes and Accomplishments
3.1 Expand the use of Neighborhood Crime Watches.	Increase the neighborhood crime watches in the city by 20% each year for the next five years with an end goal of doubling the amount of neighborhood crime watches.	Special Operations Division	YES	At the first of 2014 there were 126 crime watches. In August, 133 crime watches existed. This is almost a 10% increase for the first year. The agency will continue to work in this area.
3.2 Continue and enhance the Citizen's Police Academy for both English and Spanish speaking participants.	Offer annually a Citizen Police Academy targeting the Hispanic population in the community.	Police Admini.	YES	PAR began working with the Hispanic community leaders to help promote this class and make it a success. In summer of 2015, 27 Hispanic persons attended.
3.3 Continue and enhance citizen education programs related to fraud and computer-based crime.	1. Provide public safety announcements on social media and on the public access channel. 2. Visit with professional and civic groups to provide education and awareness training.	Police Admin. / Operations Support Bureau	YES	The PD Public Information Officer continues to use more resources for social media including Facebook, Twitter, Instragram, and Pintrest.
3.4 Continue monitoring and reporting traffic stop data in accordance with legislation on racial or bias-based profiling. **(**TCPA 2.01)	Maintain contractual agreement with an independent consultant to prepare annual racial profiling statistical report.	Police Admin.	YES	This is completed annually by del Carmen and Associates.

3.5 Continue to develop and grow Citizens Police Academy Alumni Association (CPAAA) and Citizens on Patrol (COP).	1. Provide resources to encourage Citizens Police Academy attendance. 2. Reach the Hispanic community with a Hispanic Citizens Police Academy.	Special Operations Division	YES	We strive annually to increase the attendance and encourage all members of the community to participate. In Sept. 2015, 38 attended the COP Academy.
3.6 Increase annual participation in Texans Against Crime. (TAC)	Increase the neighborhood crime watches in the city by 20% each year for the next five years with an end goal of doubling the amount of neighborhood crime watches. NNO participation will increase.	Special Operations Division	NO	At the first of 2014 there were 126 crime watches. In August, 133 crime watches existed. This is almost a 10% increase for the first year. The agency will continue to work in this area. The Police Department went to National Night Out in 2014 and 2015 believing it to be a better option compared to TAC. In 2015, there were 105 NNO parties.
3.7 Continue and enhance citizen education regarding Next Generation 9-1-1 and its application.	1. Explanation of Next Generation features added to existing public education program. 2. Major launch/release conducted when all four major carriers have an available solution in our region.	Operations Support Bureau	UNK	Text to 9-1-1 via TDD Solution pilot program set to become active second quarter of 2015. Public education via PSC will develop programs aimed at developing public knowledge.
3.8 Develop and implement web-based education program for public awareness.	Develop web casts available online.	Operations Support Bureau	NO	This has not occurred yet. It is still in the development phase.
SERVICE EXCELLENCE				
Objective 1 TPCA Recognition Program	Benchmarks	Responsibility	Budget Impact	FY 2014/ 2015 Notes and Accomplishments
1.1 Continue meeting TPCA Standards for recognition.	1. Maintain records for compliance. 2. Re-certify every four years in order to maintain recognition status.	Police Admin.	YES	Preparing for the four year renewal at the end of calendar year 2015.
Objective 2 Data Entry & Documentation Storage & Retrieval	Benchmarks	Responsibility	Budget Impact	FY 2014/ 2015 Notes and Accomplishments
2.1 Evaluate/implement online access to crime statistics, open record requests, accident reports, & alarm permits.	1. Assessment of Tiburon Analytics module completed. 2. Migration to Online DPS Accident Reporting in progress.	Operations Support Bureau	NO	Transferred to the TXDOT CRASH Accident Reporting System in January 2014. The system is free to the Agency.

Objective 3 Efficient Data Entry	Benchmarks	Responsibility	Budget Impact	FY 2014/ 2015 Notes and Accomplishments
3.1 Continue Automated Field Reporting System and ensure correct and efficient data entry in reporting fields.	1. Provide annual statistics to Texas DPS. 2. Monitor technology and software programs for the most efficient reporting system. 3. Explore voice recognition software to expedite report writing in the field.	Operations Support Bureau	YES	After a 7 month vacancy, a new Records Supervisor was hired in April 2014. The supervisor has been in routine contact with DPS to verify the Agency has accurate and timely statistics going for UCR purposes. The agency has reviewed some voice typing, but it is an expense that cannot be justified at this time.
3.2 Continue barcode programming and maintaining proper inventory controls of property and evidence.	Number of exportable items allowed on portable barcode reader increase to 999. Property room inventory completed more efficiently.	Operations Support Bureau	NO	The increase has been done. The Property/Evidence Room was inventoried and audited during the fiscal year.
Objective 4 Fiscal Responsibility	Benchmarks	Responsibility	Budget Impact	FY 2014/ 2015 Notes and Accomplishments
4.1 Monitor alarm billing software to coincide with current City ordinance.	Use of Moose rapids Software completed. 100% compliance with city ordinance and all fees/fines collected efficiently.	Operations Support Bureau	NO	The rates which are consistent with State Law went into effect January 1, 2014. Through multiple sources, the public has become educated.
4.2 Promote citizen training/awareness on false alarm issues.	Use of social media and the department website with the ordinance and information on how to apply for a permit.	Operations Support Bureau	NO	The Longview PD is currently transitioning to a third party provider, False Alarm Management System, which will promote more awareness and create more access for our residents.
Objective 5 Patrol Operations	Benchmarks	Responsibility	Budget Impact	FY 2014/ 2015 Notes and Accomplishments
5.1 Ensure sufficient staffing and deployment of patrol personnel through analysis of crime trends and data.	Conduct an annual staffing study based on calls for service to ensure that calls are answered within established guidelines.	Police Admin.	NO	Members of the Planning and Research Section attended a Staffing School in October 2014 to help successfully and accurately accomplish this goal in the future.
5.2 Increase visibility of marked patrol cars.	Obtain staffing levels to achieve patrol officers spending 1/3 time on calls, 1/3 time administratively, and 1/3 time pro-active patrol.	Operations Bureau	NO	The Agency is always looking for ways to do the job in the most efficient manner. Also, having additional officers on the streets helps accomplish this. In the 14/15 FY, 18 officers were hired.
5.3 Strive to continue dispatch to on-scene time of less than 5 minutes for priority one calls.	Patrol units dispatched to Priority One calls using GPS location rather than beat assignment. Closest physical unit dispatched via mapelines interface.	Operations Bureau	NO	January through August 2015 had an average response time for Priority 1 calls at 3 mins and 50 secs.

5.4 Use of unencumbered time combating street level illegal drugs and enforcing traffic laws.	1. Training to patrol officers in street level drug interdiction. 2. Training is already provided to patrol officers reference radar certifications and Standardized Field Sobriety Test training. 3. Encouragement and direct supervision by patrol SGTs & LTs for patrol to engage in traffic enforcement and street level narcotics investigations.	Operations Bureau	NO	This continues to be an ongoing effort at the Longview Police Department.
5.5 Provide required and specialized patrol training each calendar year.	1. Continue the Annual Recurrent Training w/topics addressing patrol needs. 2. Development and implementation of the Advanced Law Enforcement Rapid Response Training (ALERRT) sponsored active shooter training to all patrol officers. 3. Routine use of the firearms simulator to prepare patrol officers for armed confrontations.	Operations Bureau	NO	1. The 2015 ART was 40 hrs to address their continuing educational requirements. 2. ALERRT Level 1 is taught to the LPD officers and officers from the surrounding agencies Eight (8) class were held in 2015 at no cost. 3. The simulator, which assists with use of force decision making skills, is now set up in a permanent location helping equipment longevity and accessibility
5.6 Conduct initial criminal investigations in the community.	1. Continue to respond to all calls for service and conduct initial investigations. 2. Determine based on the evidence and circumstances cases that need to be forwarded to C.I. for further follow-up.	Operations Bureau	NO	This continues to be a daily effort at the Longview Police Department.
5.7 Expand citizen education programs conducted by the School Resource Officers.	Utilize SRO program as described by the National Association of School Resource Officers.	Operations Bureau	NO	Besides their normal function at the schools, the SROs teach several summer camps to youth.
5.8 Target crime trends and known offenders or high crime locations through crime analysis and investigations.	Ensure adequate staffing of the Special Investigations and Apprehension Unit to handle special assignments.	Special Operations Division	NO	Increase number of SIU officers as staffing allows.
Obj. 6 . Increase Effectiveness of Criminal Investigations	Benchmarks	Responsibility	Budget Impact	FY 2014/ 2015 Notes and Accomplishments
6.1 Develop public education initiatives concerning computer-based crime.	Provide public safety announcements through the public access channel, social networks, and the Police website.	Operations Support Bureau	YES	This continues to be a work in progress.

6.2 Continue monitoring improvements to web-based technology and related criminal trends.	1. Attend annual computer crimes training such as the Internet Crimes Against Children Conference to stay current with crime trends and technology. 2. Continue participation in professional organizations to stay informed on trends & recommendations reference criminal investigations.	Operations Support Bureau	NO	The LPD Cyber Unit continues to participate with the ICAC Task Force and receive partial funding from the Federal Government to help pay for training and equipment related to computer crimes.
6.3 Evaluate staffing of Criminal Investigations Division personnel through analysis of crime trends and data.	Perform annual staff studies to determine that there are an effective number of investigators.	Operations Support Bureau	NO	In 15/16, sergeant changes have placed a new commander to assist CID in evaluating their need for an official staffing study on investigators.
6.4 Maintain clearance rates equal to or greater than the national average.	Provide access to the latest law enforcements tools and provide specialized training to each specific segment of the Investigations Division.	Operations Support Bureau	YES	This has been done with the PD clearance rate being 24% for 2014; the Texas state average is 24.5%. 2015 data is unavailable at this time.
6.5 Maintain the highest standard of narcotics investigation in the community.	1. Increase interdiction efforts. 2. Foster and maintain relations with local, state, and federal agencies.	Operations Support Bureau	NO	The County Organized Drug Enforcement Unit (CODE) has been responsible for 475 State indictments in 2014 and 79 Federal indictments in 14/15.
Objective 7 Public Safety Communications	Benchmarks	Responsibility	Budget Impact	FY 2014/ 2015 Notes and Accomplishments
7.1 Develop procedures and technologies necessary for the processing of text to 9-1-1 functionality.	1. Develop new procedures for handling SMS to 911. 2. Utilize existing software to process SMS, and utilize wireless carriers release of a standard delivery of SMS to 9-1-1.	Operations Support Bureau	YES	Emergency Callworks pilot program to roll out Text to 911 via existing TDD equipment scheduled for second quarter 2015.
7.2 Research and develop alternative revenue strategies for funding 9-1-1 infrastructure.	1. Implementing a line charge for broadband internet connection. 2. Evaluate rates that are in the City Ordinance reference emergency communications.	Operations Support Bureau	YES	This continues to be monitored. Waiting for CSEC to develop legislation regarding broadband connections.
7.3 Participate in development of statewide VOIP 9-1-1 Network.	Modifications to existing 9-1-1 software to accept the feed based on how the state chooses to present it.	Operations Support Bureau	NO	This continues to be monitored. Waiting for CSEC to develop a funding structure and develop an operating plan.
7.4 Enhance division's ability to attract, train, and maintain qualified applicants	1. Continue Public Safety Communications job advertisements to reflect the rate of pay for Telecommunicator. 2. Determine that all state requirements for TCO licensure are met.	Operations Support Bureau	NO	This continues to be on an ongoing basis. TCOLE Licensing requirements are now being met.

Objective 8 Encourage Leadership, Accountability, and Training	Benchmarks	Responsibility	Budget Impact	FY 2014/2015 Notes and Accomplishments
8.1 Decentralized day-to-day operational decision making to the Division Commander level.	1. Provide all commanders formalized Leadership/ Supervision training. 2. Hold the Commander accountable for the activity and operation of the Division.	Operations Bureau	NO	Currently all commanders with the exception of one are are attending, or have graduated from a command level school. The commanders meet with the Chief and Assistant Chiefs monthly to discuss crime trends, as well as staffing and training needs.
8.2 Maintain effective Internal Affairs policy and decentralize investigative responsibility for informal internal affairs complaints to the line level.	Category C complaints will be handled by line level supervision with guidance from Internal Affairs while Category A and B investigations will have IA directly involved.	Police Admin. / Operations Bureau	NO	The Office of Professional Standards has reviewed complaints throughout the year, and line supervisors have assisted in instances of alleged minor violations.
8.3 Utilize existing training programs to promote leadership qualities in supervisory staff.	Require that all first line supervisors attend TPCA leadership training and attend LEMIT's Leadership Command College.	Operations/ Operations Support Bureaus	YES	Longview PD hosted the 3 week TPCA training in 2014. Will host again when demand exists. Also Longview PD utilizes LEMIT, which is state sponsored, and no cost to the agency.
8.4 Develop and initiate mentoring program to identify potential leaders in the department as part of a management succession program.	Provide leadership training and on-the-job training to Field Training Officers, Detectives, and new Supervisors that have proven to be motivated and competent in their areas.	Operations / Operations Support Bureaus	YES	The Department has continued to offer advanced training to new supervisors in the areas of leadership and management. The Lieutenants are encouraged to develop their assigned personnel.
8.5 Continuously review the assignments of personnel to ensure quality police services.	1. The use of annual evaluations to determine an officer's effectiveness. 2. The transfer of personnel to specialized positions to generate new ideas and increase the general knowledge of the employees.	Police Admin.	NO	Each supervisor is tasked with 10 or fewer employees that they should be mentoring and observing on a regular basis. Each employee receives an annual evaluation to detail the quality of his or her work.
8.6 Routine monitoring to ensure that Sections and Divisions based off mission and assignment are in the proper Bureau.	At least an annual evaluation by Police Administration to determine the internal chain of command is functioning properly and due to the police vision of technology, that a segment inside the PD needs to move from one Bureau to another.	Police Admin.	NO	This is constantly a work in progress to maintain the best consistency through the chain of command. The PD must be able to evolve with the times and crime trends in order to stay effective in the community.

Objective 9 Training and Recruiting	Benchmarks	Responsibility	Budget Impact	FY 2014/2015 Notes and Accomplishments
9.1 Maintain Academy Status through Texas Commission on Law Enforcement (TCOLE).	1. Maintain needed training for the Academy Coordinator and personnel, and offer training courses. 2. Develop and maintain an accurate course calendar using social media and the Longview Police Department website.	Operations Support Bureau	NO	During the fiscal year the LPD Academy has offered intermediate licensing courses. By partnering with ALERRT, the Academy has brought Level 1 Active Shooter training to LPD officers and surrounding agencies.
9.2 Recruit and train quailified applicants.	1. Develop social media and take advantage of close military facilities to attract officer recruits. 2. Maintain a pre-commissioning training for new officers and offer TCOLE Advanced courses on at least an annual basis.	Operations Support Bureau	YES	The Agency continued the training through the 14/15 cycle. The Training Division went to Barksdale AFB to speak with enlisted personnel that would be discharged. The recruiters also attended a career fair at Ft. Hood Army Base.
9.3 Expand Police Internship Program.	1. Continue to maintain intership programs with Sam Houston State University and Texas Southern University. 2. Expand the program to include local universities such as SFA and UT at Tyler. 3. Develop a formal training manual for interns.	Operations Support Bureau	NO	The Longview PD had three interns from Sam Houston University during the 13/14 FY. One was hired as a police officer and is currently in the Patrol Division. Generally, the LPD has 1 or 2 interns a year.
9.4 Maintain use of internal instructors for cost- saving measures.	Document the courses and training hours taught by in-house instructors on an annual basis.	Operations Support Bureau	NO	The training has been maintained and documented throughout the year.
Objective 10 Technology	Benchmarks	Responsibility	Budget Impact	FY 2013/ 2014 Notes And Accomplishments
10.1 Research and implement next generation CAD, RMS, and mobile product.	1. Attendance at International CAD Consortium, National APCO, and National NENA to maintain knowledge of current technology. 2. Use of the City bid process to identify the appropriate software product as the current software contract ends.	Operations Support Bureau	YES	This is an ongoing project. PSC Staff attended applicable conferences in 2014 and continued to monitor CAD technologies. Several vendors presented RMS products in FY14/15. Staff will continue to complete a process review to determine what needs aren't being met by current vendor.

10.2 Transition existing wireless infrastructure to take advantage of available 4G/LTE technology.	3G wireless technologies completely phased out. All mobile users operating on 4G/LTE network.	Operations Support Bureau	YES	Project completed in the 13/14FY.
10.3 Prepare for video functionality of Next Generation 9-1-1 as an evidentiary application.	Data-sharing technology researched and implemented to provide investigations division access to video, photograph, and sound files captured by the 9-1-1 system.	Operations Support Bureau	YES	This is an onging project tied to the development of NG9-1-1.
10.4 Enhance existing reporting program for crime analysis and planning functions within the department.	Develop a process to evaluate functions of current system and compare to other available software products. This will also be addressed when researching next generation CAD and RMS systems.	Operations Support Bureau	YES	The Department has reviewed several software options and has even taken part in webinars to learn more. However, there is much expense involved in most of the software options. Tiburon staff will be onsite in Nov 2014 to demo new RMS application that contains crime analysis capabilities.
10.5 Upgrade existing radio consoles to Motorola MCC7500 Consoles in order to maintain compliance with Harris County standards.	Additional circuits added to server room to accommodate extra power draw. Project funding structure developed. Purchase negotiated. Project approved by Longview City Council. Product implemented.	Operations Support Bureau	YES	Lease terms negotiated August 2014. Project expected to go before council October 2014. Contract signing expected in November 2014. Implementation scheduled for completion by March 2015.
10.6 Evaluate current auto license plate readers and determine future needs.	Program review conducted at 6-month period to determine how many successful actions resulted from positive hits on the system. Integration of Municipal Court data in ALPR database completed.	Operations Support Bureau	NO	Ongoing project.
10.7 Develop and implement GPS Solution for traffic units.	1. All motorcycles/traffic officers equipped with GPS locators and able to be tracked and dispatched to physical proximity to events. 2. Improve patrol GPS program to the most current technology.	Operations Support Bureau	YES	Longview PD went to ToughPads in 14/15 FY and now the motorcycles have GPS.

10.8 Develop and implement online self reporting program.	Determine the needs for creating a report available to the community at the Police website.	Operations Support Bureau	YES	This will be addressed in the future years at LPD
Objective 11 Assist Economic Development	Benchmarks	Responsibility	Budget Impact	FY 2013/ 2014 Notes and Accomplishments
11.1 Promote sound working relationships with Police Area Representatives (PAR) and area businesses.	Explore using Police Area Representatives with the specific mission of working with local businesses. This relationship should lead to the creation of Business Crime Watches.	Operation Bureau	YES	PAR has developed/maintained 48 business crime watch members. The PD wants to see this continue to grow in our community.
11.2 Enhance Police Officer presence in City parks and recreational areas.	Develop a system where each park is visited by a Beat Officer once a shift each day.	Operations Bureau	NO	Officers routinely check by the Longview trails and the Motor Officers drive them. We need to continue to work towards each park being visited daily.
11.3 Address criminal matters specific to the local businesses	1. Create partnerships between Police and Business. 2. Educate local business on criminal issues specific to their business.	Operations Bureau	NO	PAR continues to work with business owners, and detectives routinely meet with businesses at fraud luncheons to discuss crime trends in the area. Detectives also work closely with the gold buyers and pawn dealers in Longview to monitor for stolen items.
11.4 Continue the Crime Prevention Through Environmental Design (CPTED) Program	1. Host the Crime Free Multi-Housing course at least annually 2. PAR Officers offer and provide CPTED analysis to businesses as requested.	Operations Bureau	YES	Officers received further training in CPTED in 2015.

2015 ACCOMPLISHMENTS & CHANGES

14/15 FY **Chief Donald Dinger retired after 42 years with the Longview Police Department on July 31, 2015.**

14/15 FY **Mike Bishop became Chief of Police on August 14, 2015.**

14/15 FY **Human Trafficking Detective position was created with the**

14/15 FY **Mobile computers were obtained through grants.**

15/16 FY **Police pay was restructured under the new City Council and Mayor.**

15/16 FY **Police force is close to being fully staffed. This goal should be achieved in 2016.**

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GOALS & OBJECTIVES 2015–2020

LONGVIEW POLICE DEPARTMENT IMPROVEMENT				
Objective 1 Logistics	Benchmarks	Bureau Responsibility	Budget Impact	15/16 | 16/17 | 17/18 | 18/19 | 19/20
1.1 Monitor office space for department growth while maintaining the feasibility for future department growth needs.	1. Utilize department leased locations. 2. Begin the development of plan to place the detectives in a city-owned location	Operations Support Bureau	YES	√ √ √ √ √
Objective 2 Relationships	Benchmarks	Bureau Responsibility	Budget Impact	15/16 | 16/17 | 17/18 | 18/19 | 19/20
2.1 Continue to develop Community outreach and citizen involvement.	1. Increase of the Citizens Police Academy and Citizens on Patrol programs. 2. Initiate and implement a Hispanic Citizens Police Academy. 3. Develop programs where the officers have more direct contact with local businesses. 4. Maintain department approved programs and presentations with each available at least annually.	Operation / Operations Support Bureau	NO	
2.2 Continue to develop relationships with local, state and federal agencies.	Continue to maintain and strengthen relations between law enforcement agencies and criminal justice entities at the local, state, and federal level through communication sharing and training.	Operation / Operations Support Bureau	NO	
2.3 Complete citizen survey periodically.	As budget allows, conduct survey each three years to evaluate the improvement of the PD and determine which areas still need work.	Operations Support Bureau	YES	√ √ √ √ √
PUBLIC INFORMATION OFFICER				
Objective 3 Information Sharing	Benchmarks	Bureau Responsibility	Budget Impact	15/16 | 16/17 | 17/18 | 18/19 | 19/20
3.1 Enhance the utilization of social media to provide the traffic information to the public.	The incorporation of mapping elements into social media postings to provide visual element notifications.	Police Adm, /Operations Support Bureau	YES	√ √ √ √ √
3.2 Develop public education initiatives concerning computer-based crime.	Provide public safety announcements through the public access channel, social networks, and the Police website.	Police Adm, /Operations Support Bureau	UNK	√ √ √ √ √

ROADWAY SAFETY				
Objective 4 Logistics	Benchmarks	Responsibility	Budget Impact	15/16 | 16/17 | 17/18 | 18/19 | 19/20
4.1 Refine statistical data from Computer Aided Dispatch (CAD) and Records Management System (RMS) to identify developing traffic hazard areas and trends.	1. Develop data extraction reports that identify areas that are statistically more dangerous. 2. Require the reports on a quarterly basis to determine areas in most need.	Operations Support Bureau	NO	
4.2 Ensure efficient directed deployment of Traffic and Patrol resources through enhanced analysis of traffic data.	Utilize the traffic information recording devices to develop traffic trends reference speed in order to plan where officers are to utilized for traffic enforcement.	Operations Bureau	NO	
4.4 Continue participation in TXDoT comprehensive Selective Traffic Enforcement Program (STEP) Grants which include speed, seat belt, and drunk driving (DWI).	1. Officers continue to target speeding, seat belt violations, and drunk drivers. 2. Monitor and review the STEP grants statistics annually to measure the effectiveness.	Operations Support Bureau	NO	
4.5 Ensure safe traffic management at accident scenes, traffic enforcement stops, and special events.	1. Prepare operations plans for large events. 2. Ensure that all patrol vehicles are equipped with proper emergency equipment. 3. Ensure officers are equipped with personal safety equipment.	Operations & Operations Support Bureaus	YES	√ √ √ √ √
4.6 Continue participation in the Commercial Motor Vehicle Enforcement Program.	Evaluate and adjust the staffing and equipment to maintain program stability for future growth to maintain safe commercial vehicles in the city.	Operations Bureau	YES	√ √ √ √ √
SAFE COMMUNITY				
Objective 5 Homeland Security Preparedness	Benchmarks	Responsibility	Budget Impact	15/16 | 16/17 | 17/18 | 18/19 | 19/20
5.1 Review Incident Command System procedures and update as necessary (TPCA 8.09)	Ensure that all personnel receive the proper training with FEMA using National Incident Command System.	Operations Support Bureau	NO	
5.2 Seek Federal and State funds for counterterrorism efforts, personal protective equipment (PPE), explosive ordinance disposal (EOD) equipment, etc.	1. Monitor state and federal grant opportunities. 2. Monitor demilitarized items through the military surplus program that can be utilized by the department.	Operations Support Bureau	NO	

5.3 Continued tactical readiness training for the Special Weapons and Tactics Team (SWAT) and the Crisis Intervention Unit (CINU). (TPCA 3.10)	Maintain the required training hours each month for the department's SWAT and CINU teams.	Operations Support Bureau	NO	
5.4 Maintain communication interoperability with surrounding local, and state, and federal law enforcement agencies.	1. Participation in regional training exercise with an evaluated communications element included. 2. 100% attendance of Motorola Systems Owner Group Meetings.	Operations Support Bureau	NO	
5.5 Maintain and evaluate the Homeland Security alert Notification System to ensure proper readiness and deployment of personnel in emergency situations (TPCA 8.10)	1. Designate at least one person to review and be familiar with Homeland security mandates. 2. Continued use of the CODE RED system for emergency notifications.	Police Adm. /Operations Supp.Bureau Supp.Srvcs Spec.Ops	NO	
5.6 Ensure operational readiness of SWAT and CINU tools and equipment (TPCA 7.25, 8.06)	Perform and document quarterly inspections to ensure all equipment is functional.	Operations Support Bureau	NO	
5.7 Maintain participation in inter-jurisdictional emergency response training exercises.	Coordinate with the State of Texas Emergency Management and East Texas Council of Governments (ETCOG) to participate and / or host regional training exercises.	Police Admin.	UNK	
Objective 6 Enhance Crime Analysis	Benchmarks	Responsibility	Budget Impact	15/16 | 16/17 | 17/18 | 18/19 | 19/20
6.1 Enhance Crime Analysis position to provide timely analysis for administrative and operational planning, strategy, and resource deployment.	1. Research and analyze crime analysis software and maintain crime mapping capabilities. 2. Develop and maintain software that is able to provide accurate and current crime data in the city.	Operations Support Bureau	YES	√
6.2 Improve strategic intelligence to utilize and forecast criminal events and trends and specific perpetrators.	1. Consider feasibility of adding a sworn position to the Crime Analysis Section for tactical analysis of the criminal element in the community. 2. Develop better ways to gather & disseminate data.	Operations Bureau / Operations Support Bureau	YES	√
6.3 Coordinate better intelligence gathering for statistical analysis and gang suppression	1. Coordinate with gang detective and reference what criminal groups and members are active in the community. 2. Utilize Task Force and its resources and knowledge.	Operations Bureau / Operations Support Bureau	NO	

Objective 7 Public Awareness & Education	Benchmarks	Responsibility	Budget Impact

Service Excellence				
Objective 8 TPCA Recognition Program	Benchmarks	Responsibility	Budget Impact	15/16 | 16/17 | 17/18 | 18/19 | 19/20
8.1 Continue meeting TPCA Standards for recognition.	1. Maintain records for compliance. 2. Re-certify every four years in order to maintain recognition status.	Police Admin.	YES	√ √ √ √ √
Objective 9 Data Entry and Documentation Storage & Retrieval	Benchmarks	Responsibility	Budget Impact	15/16 | 16/17 | 17/18 | 18/19 | 19/20
9.1 Evaluate/implement online access to crime statistics, open record requests, accident reports, and alarm permits.	1. Assessment of Tiburon Analytics module completed. 2. Migration to Online DPS Accident Reporting in progress. Continued use of Policereport.us for accident reports online.	Operations Support Bureau	UNK	
Objective 10 Efficient Data Entry	Benchmarks	Responsibility	Budget Impact	15/16 | 16/17 | 17/18 | 18/19 | 19/20
10.1 Continue Automated Field Reporting System and ensure correct and efficient data entry in reporting fields.	1. Provide annual statistics to Texas DPS. 2. Monitor technology and software programs for the most efficient reporting system. 3. Explore voice recognition software to expedite report writing in the field.	Operations Support Bureau	YES	√ √ √ √ √
10.2 Continue barcode programming and maintaining proper inventory controls of property and evidence.	Number of exportable items allowed on portable barcode reader increase to 999. Property room inventory completed more efficiently.	Operations Support Bureau	NO	
Objective 11 Fiscal Responsibility	Benchmarks	Responsibility	Budget Impact	15/16 | 16/17 | 17/18 | 18/19 | 19/20
11.1 Monitor alarm billing software to coincide with current City ordinance.	Use of Moose rapids Software completed. 100% compliance with city ordinance and all fees/fines collected efficiently.	Operations Support Bureau	NO	
Objective 12 Patrol Operations	Benchmarks	Responsibility	Budget Impact	15/16 | 16/17 | 17/18 | 18/19 | 19/20
12.1 Ensure sufficient staffing and deployment of patrol personnel through analysis of crime trends and data.	Conduct an annual staffing study based on calls for service to ensure that calls are answered within established guidelines.	Police Admin.	NO	
12.2 Increase visibility of marked patrol cars.	Obtain staffing levels to achieve patrol officers spending 1/3 time on calls, 1/3 time administratively, and 1/3 time pro-active patrol.	Operations Bureau	NO	

12.3 Strive to continue dispatch to on-scene time of less than 5 minutes for priority one calls.	Patrol units dispatched to Priority One calls using GPS location rather than beat assignment. Closest physical unit dispatched via map interface.	Operations Bureau	NO	
12.4 Use of unencumbered time combating street level illegal drugs and enforcing traffic laws.	1. Training is already provided to patrol officers reference radar certifications and Standardized Field Sobriety Test (SFST) training. 2. Encouragement and direct supervision by patrol sergeants and lieutenants for patrol to engage in traffic enforcement and street level narcotics investigations.	Operations Bureau	NO	
12.5 Provide required and specialized patrol and supervisor training each calendar year.	1. Continue the Annual Recurrent Training with topics addressing patrol and investigations needs. 2. Routine use of the firearms simulator to prepare patrol officers for armed confrontations. 3. Give racial profiling and human/ sex trafficking training	Operations Bureau	NO	
12.6 Conduct initial criminal investigations in the community.	1. Continue to respond to all calls for service and conduct initial investigations. 2. Determine based on the evidence and circumstances cases that need to be forwarded to Criminal Investigations for further follow-up.	Operations Bureau	NO	
12.7 Expand citizen education programs conducted by the School Resource Officers.	Utilize SRO program as described by the National Association of School Resource Officers.	Operations Bureau	NO	
12.8 Target specific crime trends and known offenders or high crime locations determined through crime analysis and investigations.	Ensure adequate staffing of the Special Investigations and Apprehension Unit to handle special assignments and gang suppression.	Special Operations Division	NO	
Objective 13 Increase Effectiveness of Criminal Investigations	Benchmarks	Responsibility	Budget Impact	15/16 | 16/17 | 17/18 | 18/19 | 19/20
13.1 Continue monitoring improvements to web-based technology and related criminal trends.	1. Attend annual computer crimes training such as the Internet Crimes Against Children Conference to stay current with crime trends and technology. 2. Continue participation in professional organizations to stay informed on trends and recommendations reference criminal investigations.	Operations Support Bureau	NO	

13.2 Continue monitoring improvements to web-based technology and related criminal trends.	1. Attend annual computer crimes training such as the Internet Crimes Against Children Conference to stay current with crime trends and technology. 2. Continue participation in professional organizations to stay informed on trends and recommendations reference criminal investigations.	Operations Support Bureau	NO	
13.3 Evaluate staffing of Criminal Investigations Division personnel through analysis if crime trends and data.	Perform annual staff studies to determine that there are an effective number of investigators.	Operations Support Bureau	NO	
13.4 Maintain clearance rates equal to or greater than the national average.	Provide access to the latest law enforcements tools and provide specialized training to each specific segment of the Investigations Division.	Operations Support Bureau	YES	√ √ √ √ √
13.5 Maintain the highest standard of narcotics investigation in the community.	Foster and maintain relations with local, state, and federal agencies to combat illegal drugs.	Operations Support Bureau	NO	
Objective 14 ** Public Safety Communications	Benchmarks	Responsibility	Budget Impact	15/16 | 16/17 | 17/18 | 18/19 | 19/20
14.1 Develop procedures and technologies necessary for the processing of text to 9-1-1 functionality	1. Develop new procedures for handling SMS to 9-1-1. 2. Utilize existing software to process SMS, and utilize wireless carriers release of a standard delivery of SMS to 9-1-1.	Operations Support Bureau	YES	√
14.2 Research and develop alternative revenue strategies for funding the 9-1-1 infrastructure.	1. Implementing a line charge for broadband internet connection. 2. Evaluate rates that are in the City Ordinance reference emergency communications.	Operations Support Bureau	UNK	
14.3 Participate in development of statewide VOIP 9-1-1 Network.	Modifications to existing 9-1-1 software to accept the feed based on how the state chooses to present it.	Operations Support Bureau	NO	
14.4 Enhance division's ability to attract, train, and maintain qualified applicants	1. Continue Public Safety Communications job advertisements to reflect the rate of pay for Telecommunicator Operator Position. 2. Determine that all state requirements for TCO licensure are met.	Operations Support Bureau	NO	

Objective 15 Encourage Leadership, Accountability, and Training	Benchmarks	Responsibility	Budget Impact	15/16 | 16/17 | 17/18 | 18/19 | 19/20
15.1 Decentralized day-to-day operational decision making to the Division Commander level	1. Provide all commanders formalized Leadership/ Supervision training. 2. Hold the Commander accountable for the activity and operation of the Division.	Operations Bureau	NO	
15.2 Maintain effective Internal Affairs policy and decentralize investigative responsibility for informal internal affairs complaints to the line level.	Category C complaints will be handled by line level supervision with guidance from Internal Affairs while Category A and B investigations will have IA directly involved.	Police Admini./ Operations Bureau	NO	
15.3 Utilize existing training programs to promote leadership qualities in supervisory staff.	Require that all first line supervisors attend TPCA leadership training and attend additional specialized leadership training as instructed.	Operations / Operations Support Bureaus	YES	√ unk unk unk unk
15.4 Develop and initiate mentoring program to identify potential leaders in the department as part of a management succession program.	Provide leadership training and on-the-job training to Field Training Officers, Detectives, and new Supervisors that have proven to be motivated and competent in their areas.	Operations / Operations Support Bureaus	UNK	
15.5 Continuously review the assignments of personnel to ensure quality police services.	1. The use of annual evaluations to determine an officer's effectiveness. 2. The transfer of personnel to specialized positions to generate new ideas and increase the general knowledge of the employees.	Police Admini.	NO	
15.6 Routine monitoring to ensure that Sections and Divisions based off mission and assignment are in the proper Bureau.	Yearly or more periodic evaluation by Police Administration to determine if internal movement is necessary to continue proper functioning of the technological police vision.	Police Admini.	NO	

Objective 16 Training and Recruiting	Benchmarks	Responsibility	Budget Impact	15/16 | 16/17 | 17/18 | 18/19 | 19/20
16.1 Maintain Academy Status through Texas Commission on Law Enforcement (TCOLE)	1. Maintain needed training for the Academy Coordinator and personnel, and offer training courses. 2. Develop and maintain an accurate course calendar using social media and the Longview Police Department website.	Operations Support Bureau	NO	
16.2 Recruit and train qualified applicants.	1. Develop social media and take advantage of close military facilities to attract officer recruits. 2. Maintain a pre-commissioning training for new officers and offer TCOLE Advanced courses on at least an annual basis.	Operations Support Bureau	YES	√ √ √ √ √
16.3 Expand Police Internship Program	1. Continue to maintain internship programs with Sam Houston State University and Texas Southern University. 2. Expand the program to include local universities such as SFA and UT at Tyler. 3. Develop a formal training manual for interns.	Operations Support Bureau	NO	
16.4 Maintain use of internal instructors for cost- saving measures.	Document the courses and training hours taught by in-house instructions on an annual basis.	Operations Support Bureau	NO	
Objective 17 Technology	Benchmarks	Responsibility	Budget Impact	Comments
17.1 Research and implement next generation CAD, RMS, and mobile product, plus body camera system.	1. Attendance at International CAD Consortium, National APCO, and National NENA to maintain knowledge of current technology. 2. Use of the City bid process to identify the appropriate software products.	Operations Support Bureau	YES	Current RMS product is outdated but functional. Need to update CAD in 17/18 with RMS upgrade at same time. Need body cameras & software retention
17.2 Prepare for video functionality of Next Generation 9-1-1 as an evidentiary application.	Data-sharing technology researched and implemented to provide investigations division access to video, photograph, and sound files captured by the 9-1-1 system.	Operations Support Bureau	YES	This is dependent on state implementation of EZI NET transfer to PD dispatch and storage solution for evidence received.
17.3 Enhance existing reporting program for crime analysis and planning functions within the department.	Develop a process to evaluate functions of current system and compare to other available software products. This will also be addressed when researching next generation CAD and RMS systems.	Operations Support Bureau	YES	LPD working with Planning / Research to develop Map Nimbus to achieve this goal.

17.4 Upgrade existing radio consoles to Motorola MCC7500 Consoles in order to maintain compliance with Harris County standards.	Additional circuits added to server room to accommodate extra power draw. Project funding structure developed. Purchase negotiated. Project approved by Longview City Council. Product implemented.	Operations Support Bureau	YES	*DONE*
17.5 Evaluate current auto license plate readers and determine future needs.	Program review conducted at 6-month period to determine how many successful actions resulted from positive hits on the system. Integration of Municipal Court data in ALPR database completed.	Operations Support Bureau	NO	
17.6 Develop and implement GPS Solution for traffic units.	1. All motorcycles/traffic officers equipped with GPS locators and able to be tracked and dispatched to physical proximity to events. 2. Improve patrol GPS program to the most current technology.	Operations Support Bureau	YES	*DONE*
17.7 Develop and implement online self reporting program.	Determine the needs for creating a report available to the community at the Police website	Operations Support Bureau	YES	√
Objective 18 Assist Economic Development	Benchmarks	Responsibility	Budget Impact	15/16 | 16/17 | 17/18 | 18/19 | 19/20
18.1 Promote sound working relationships with Police Area Representatives (PAR) and area businesses.	Explore the use Police Area Representatives with the specific mission of working with local businesses. This relationship should lead to the creation of Business Crime Watches.	Operation Bureau	UNK	
18.2 Enhance Police Officer presence in City parks and recreational areas.	Develop a system where each park is visited by a Beat Officer once a shift each day.	Operations Bureau	NO	
18.3 Address criminal matters specific to the local businesses	1. Create partnerships between Police and Business. 2. Educate local business on criminal issued specific to their business.	Operations Bureau	NO	
18.4 Continue the Crime Prevention Through Environmental Design (CPTED) Program	1. Host the Crime Free Multi-Housing course at least annually. 2. PAR Officers offer and provide CPTED analysis to businesses as requested.	Operations Bureau	YES	√

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COMMUNITY INVOLVEMENT

COMMUNITY POLICING PROGRAMS

The Longview Police Department has placed significant importance on the community policing model. By working closely with the community, the police department works to provide preventive measures to fighting crime. Some notable aspects to these programs include an increase to the number of Police Area Representative officers, the addition of a Hispanic Citizens Police Academy, and a new Youth Crime Watch Program. Information about each of the programs listed below can be seen in the appendix within this section.

Citizens Police Academy & Hispanic Citizens Police Academy
Neighborhood & Business Crime Watch
Citizens on Patrol
Disabled Parking Enforcement
Police Chaplains
Volunteers
Police Explorers
Other Programs Including:
- ***National Night Out***
- ***Women's Safety & Women's Handgun Safety Courses***

Longview provides quality professional police services for its citizens. The Longview Police Department has been recognized for its outstanding service and community policing philosophy and programs.

Citizen Police Academy

The purpose of the Academy is to familiarize citizens with the operations of the police department. This includes classes on patrol procedures, criminal law, narcotics, search and seizure, tactical operations, investigations, juvenile law, and a firearms demonstration. Students also have the option to ride with a patrol officer and witness the street-activity our officers encounter on a day-to-day basis.

The objective of the Citizen Police Academy is to produce informed citizens. The police and the citizens benefit by meeting each other face-to-face in a neutral, friendly setting. Each becomes a person to the other. Hopefully, by providing citizens the information needed to dispel any suspicions or misconceptions, a working rapport can be established between officers and the public. Since 1985, numerous police agencies have created Citizen Police Academies as an expansion of their community-based crime prevention efforts.

The participants are encouraged to ask questions and give feedback concerning the operation of the police agency. Additionally, citizens bring a wealth of knowledge about their community and particularly, the problems in their neighborhood. In this way, police are able to learn firsthand the concerns of the citizens.

Neighborhood Crime Watch

Neighborhood Crime Watch was created to gain citizen involvement in deterring and preventing residential crime. Citizen involvement includes but is not limited to: securing one's own home and property, being familiar with neighbors, and reporting suspicious activity to Longview police. The intent of the program is to educate participants in the crime prevention principles (deter, delay, detect), to familiarize residents with their neighbors, and to build a stronger relationship between the community and the Longview Police Department. The Crime Watch groups also help host block parties throughout the community on National Night Out in October.

Partners In Prevention

Citizens on Patrol

The achievement of the Department's mission and objectives is best served by the active participation of citizens in the community. To this end, the Department established a Citizens on Patrol (COP) volunteer program in 1995. These citizens patrol our community and report observed criminal or suspicious activity to on-duty officers. Since their beginning, these self-funded volunteers have patrolled a total of over 298,000 miles in their private vehicles. Additionally, if this service was provided by salaried employees the cost would have exceeded $300,000. Longview Citizens have many things of which to be proud and these volunteers are high on the list. They are pro-active citizens who provide a quality of service to their community that any city or police agency would do well to emulate. Becoming a C. O. P. starts with the attendance of the Citizen Police Academy.

Disabled Parking Enforcement Program

Through the City of Longview Disabled Parking Enforcement Program, also called H.O.P.E. (Handicap Offender Parking Enforcement), citizens are trained to write tickets for handicap parking violations. The program is administered through Longview Municipal Court.

Requirements:

Applicant must be 21, possess valid Texas Driver's License
Provide minimum vehicle insurance on personal vehicle
Meet all other requirements established by the city of Longview Municipal Court.
Prefer: A person with the ability to calmly handle situations and an understanding of the need to abide by the rules and regulations of the program. *Training is required.*

Police Chaplains

The Police Chaplains Unit consists of local clergy volunteering their services to the community and our department. The duties of a police chaplain may include: Spiritual support of citizens involved in or impacted by violent crime and/or serious accidents or incidents involving the police; Assisting the police in death notifications; Assisting the community in severe disturbances or disasters; Assisting the police in suicide or attempted suicide calls, hostage situations, etc.; Spiritually supporting employees involved in or impacted by violent incidents or accidents; and Supporting employees with ongoing spiritual guidance, personal consultations, and/or crisis counseling.

To become a member of the Police Chaplains Unit, a person must be a fully ordained or licensed minister of a recognized church or denomination in the Longview area. All candidates must undergo a background check before selection. The person must participate in training including radio procedures, basic defensive tactics, weapons familiarization (not usage), local geography, first aid/CPR, and familiarization with basic police functions and activities.

Volunteers

Many of the law enforcement programs of the Longview Police Department rely upon volunteers in order to meet specific goals and objectives. Volunteers assist in various capacities within the department, some of which include the following: Pawn Ticket Entry; Statistical Data Processing; and Training Assistance.

These volunteers donate their time and energy to help the Longview Police Department ensure the safety of our community. Here are just a few examples of the work done by volunteers. The Criminal Investigation Division of the Longview Police Department utilizes six volunteers to enter various types of computerized data and oversee the storage of pawn receipts and fingerprint cards. The service of our volunteers is most beneficial to the property crime detectives, in that their work leads to the recovery of thousands of dollars worth of stolen property each year. Volunteers enter pawn transaction information into our reporting system so that the items can be compared against property reported as stolen; this entails every pawn transaction that occurs within the city as reported to LPD.

Volunteers also assist with the maintenance of the hard-copy fingerprint cards of persons arrested by our agency. This provides LPD Physical Evidence Specialists with an easily accessible catalog of fingerprints by which they can make manual comparisons to known suspects. Our volunteers donated over 1500 hours of their time in 2011. Which is about the average time worked annually by one full-time paid employee.

Police Explorers - Youth Program

The Police Explorer program is an exciting career development program sponsored by the Longview Police Department which provides young men and women the opportunity to learn about the possible career choices available in law enforcement today. Explorers are afforded the opportunity to learn and become acquainted with police techniques and procedures, both in classroom and field environments, including actual "hands-on" field experience. Many former Police Explorers have gone on to law enforcement careers at all levels, including working for their local police department or with State and Federal agencies.

Designed by the Boy Scouts of America, the Explorer program helps to build good character, promotes good citizenship and develops personal and mental fitness. The program gives youth the means and opportunity to share thoughts and ideas with others their age, as well as with caring adults who share their time with them.

The Longview Police Explorer Program is designed around the following six experience areas:

- Mental and Physical Fitness
- Community Service
- Citizenship with Pride
- Law Enforcement as a Career
- Social Interaction
- Appreciation of the Outdoors

POST 201

Other Services

SEX OFFENDER ACCOUNTABILITY PROGRAM: This program was initiated in order to start a pro-active enforcement of violation of sex offenders who fail to register, change addresses, etc.

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RADAR SPEED MONITORING: The Police Department added a second radar speed monitoring trailer and upgraded existing trailer with computer software to monitor traffic counts and surveys.

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YOUTH CRIME WATCH: This existing program, with a new twist, was created to engage younger citizens in the efforts of crime prevention at the public schools. This program is facilitated at the schools by the School Resource Officers.

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CRIME-FREE MULTI HOUSING PROGRAM: The PAR Officers host this program to management and staff of apartment complexes. The Officers educate staff on crime trends, and show ways to make their complexes safer places.

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WOMEN'S HANDGUN SAFETY COURSE: This several day course has classroom training in the evening time, and then a range day on a Saturday. Women are taught safety tips and learn how to properly treat and shoot a handgun.

WOMEN IN LAW ENFORCEMENT

Yesterday

'Trailblazer' retires from Longview police

Kathy Nelson first woman to retire as supervisor

By John Lynch
Staff Writer

In more than 27 years with the Longview Police Department, Sgt. Kathy Nelson has done just about everything a police officer can do — with two exceptions.

"I've done everything but drive a motorcycle," she said. "I thought about doing it today — but I wore a dress."

The only other thing left was retirement, and Nelson crossed that milestone Friday when she ended a career that spanned more than 27 years.

Nelson was one of the first women to join the Longview force and the very first to retire from the department as a supervisor. She was hailed as a "role model" for female officers by Police Chief A.J. Key Jr. and a "trailblazer" for women in law enforcement by former Chief Johnny Upton at a luncheon at police headquarters to mark her last day on the job.

Upton, who was Longview chief from 1990 until his retirement in 1997, praised Nelson for her dedication to the department.

"Kathy was always diligent and worked hard," Upton said. "She always had the best interests of the department at heart."

Nelson also was an extremely reliable officer, he said.

"We could give her an assignment to do, and I didn't have to worry about it getting done," said Upton, who works part-time for the security firm Inside Investigations in Longview.

Nelson has seen the department grow from only a few officers housed in the old Lone Star Gas building behind the old City Hall to a force of 144 officers in a new building on Cotton Street. "Things are very different now," Nelson said.

"Laws have changed, technology has changed, even the types of crime have changed," she said. "Just working as a certain in police work has drastically changed."

Nelson said she's seen women gaining more acceptance in law enforcement since she joined the force in May 1972.

"They've come to realize a woman's presence in certain situations has a calming effect," she said. "But I still think women in law enforcement have to work twice as hard to prove themselves," Nelson said.

Nelson, who rose through the ranks from an entry-level job to have been a supervisor in crime prevention, criminal investigations and now, among other duties, counsels female rookies following in her footsteps.

See Nelson, 3B

to trust their instincts.

"Don't try the macho approach, just be yourself," she advised. "Have faith in yourself."

Nelson, wife of Detective Jim Nelson, said she's looking forward to setting her own schedule and spending time with her family.

"I'm going to enjoy staying home and taking care of my mother and grandson," she said.

Nelson also plans to pursue some business interest, she said. And she plans to stay connected to the department, working part-time on developing grants — an effort that was much praised by her boss.

"She's been a lifesaver to me coordinating our grants," Key said.

Nelson said she'll most miss the people she's met and worked with over the years. And what will she miss the least? Some of the other people, mostly the ones she's had to arrest, she said.

"It's been fun," she said. "I met some nice people and some not-so-nice people. I never had a problem arresting one. They always volunteered to go with me."

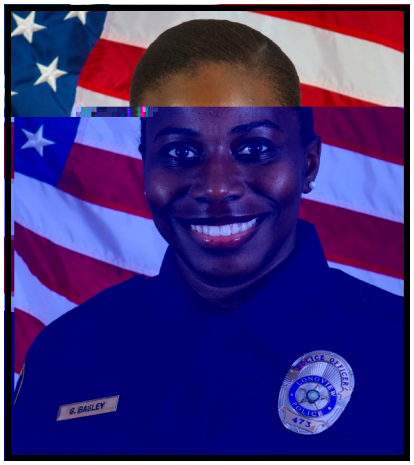
Sergeant Kathy Nelson
5/22/72 - 11/30/99

Kathy Nelson was one of the first women to join the Longview Department. She began her career in 1972 and retired in 1999 as at the rank of Sergeant. Besides Nelson, several other women have served as sergeants as well as other specialty positions at the PD. Throughout the years women have served as detectives in Criminal Investigations and the Special Investigations and Apprehension Unit. One female detective also served as a narcotics detective.

LPD Women Today

In May of 2014, the first female was promoted to the rank of **Lieutenant**. Lt. Laura Samples joined the Longview Police Department in 2002, and is currently the Watch Commander for the Evening Patrol Shift

Rebekah Martinez began her employment with the Longview Police Department in December 2002, has patrolled the streets of Longview, worked as a PAR officer (2007-2009), received her Masters Degree in May of 2014, and was promoted to **Sergeant** on March 27, 2015.



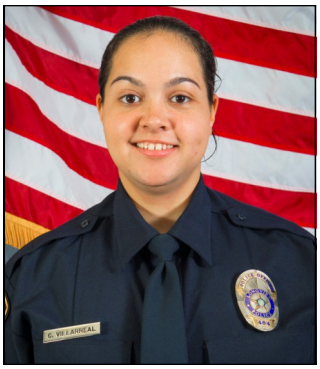
Grace Bagley began her employment with the police department on March 28, 2011, received her Master's Degree in Human Resources from UT at Tyler in May of 2012 and was promoted to **Sergeant** on September 18, 2015.

LPD WOMEN TODAY

Public Information Officer Kristie Brian began her assignment in 2011 and is LPD's first contact for media coverage

Officer Nikki Cassin became a K-9 officer in 2013. Officer Cassin is the first woman to function in this capacity at the LPD. Nikki and her partner, Bejarus, patrol the Longview streets on the Midnight Patrol Shift.

The Agency currently has four female detectives in the Criminal Investigation Division. Det. R. Reeves works Crimes Against Persons, Det. A. Wright works in Technical Investigations dealing primarily with computer and child crimes, Detective D. Stiles works child crimes, and Detective G. Villarreal handles the CID Property Division.



CITIZEN SURVEY 2013

Survey Conducted By:

ERIC J. FRITSCH, Ph. D.

University of North Texas
Department of Criminal Justice
1155 Union Circle #305130
Denton, TX 76203

Below is the synopsis of the survey conducted in 2013. The next survey will be generated in the 2015/2016 Fiscal Year.

The University of North Texas completed a citizen survey in March 2013. The final report was produced by Eric J. Fritsch, Ph.D. from the Department of Criminal Justice. The research team sent out surveys to the public, and interviewed Police personnel. According to UNT personnel, the public feedback met the established parameters reference citizen surveys. The survey dealt with the perception of the department itself, and crime issues in Longview.

Criminal Issues:

The first section dealt with eighteen (18) crime issues, and the residents were asked to identify which of the issues were the largest problems. The top five were identified as follows:

Drug Sales	38.2% identified this as a major problem
Speeding/Reckless Driving	30.8% identified this as a major problem
Drinking and Driving	27.6% identified this as a major problem
Red Light Running	26.6 % identified this as a major problem
Domestic Violence	19.9% identified this as a major problem

The community was also asked out of the eighteen (18) issues, which should be the highest priority for the police department. The following showed up most often as one of f g

information for Patrol and Investigators because the police will have more “eyes” and “ears” on the street due to the increased participation.

Traffic concerns including speeding, reckless driving, the running of red lights, and drivers operating vehicles while impaired will be addressed through several fronts of the department. As spelled out in the long-term plans of the PD, the use of speed data recording devices such as the traffic trailers and speed boxes will be utilized across the City in order to determine areas that appear to be more hazardous. Also the review of crash reports will assist in identifying trouble areas. The PD currently has a contract for twelve red light cameras at ten major intersections across the city. This program helps reduce the incidents of red lights being run by motorists at intersections.

Driving While Intoxicated (DWI) is not only against the law, but it is dangerous for the impaired driver and all other persons on the road with him or her. The Longview Police Department currently has a Selective Traffic Enforcement Program that targets 1) speeders, 2) seat belt violators, and 3) drunk drivers. Also, the patrol officers are trained in Standardized Field Sobriety Testing (SFST) so that a driver believed to be intoxicated can be examined on the side of the road. The Longview Police Department also ensures additional personnel during holidays where the drinking of alcoholic beverages may increase.

In reference to domestic violence, the Longview Police Department takes this matter very serious. The Department’s guidelines actually surpass state law and mandate that an arrest shall be made if officers on the scene have probable cause to believe that the assault occurred. The officers affect the arrest even if the victim does not wish to pursue charges at that time. The Longview Police Department will continue to partner with other local agencies to combat domestic violence.

Department Perception / Satisfaction:

The community was not only asked about criminal issues in the city, but also about their thoughts on the Longview Police Department itself. There was 57% of the community that responded to the survey that had contact with an officer in the past 12 months before the survey.

A large majority was satisfied with the police department, with 50.7% being satisfied, and 25.1% being very satisfied. The public was also asked about their personal safety inside the City of Longview. The results were impressive with 35% feeling very safe, and 59% feeling safe. This made up 94% of all the people responding to the survey. Of the 57% that had contact with an officer, the majority stated that the officers were polite, knowledgeable, and appeared to be well trained.

These numbers are important to the Longview Police Department, and with our long term goals we want to continue to improve. Training is a major factor, and the Department believes a better trained officer will perform better and make better decisions under stress. Besides training, the Longview Police Department wants to do

a better job of involving the community. The use of social media will be increased so that the public stays informed on free training provided by the Department to the community such as the Citizens Police Academy, Women's Safety, Handgun Safety, White Collar Crime Issues, Church Safety, and many other programs. The Department also wants to push the technological envelope over the next few years and have more crime information available for the public on the Department's website.

Overall, the Citizen Survey determined that the Longview Police Department is fulfilling the public safety needs of the community. However, this is not a time to become complacent. What was learned in this survey will be examined and used so that the agency can continue to grow and improve. The Longview Police Department will also request this survey again in two years so that the Department's success can be monitored through the perspective of those the agency serves.