

# **LONGVIEW POLICE DEPARTMENT**



## **STRATEGIC PLAN**

**2013-2018**

**October 2013**





Mayor Jay Dean

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



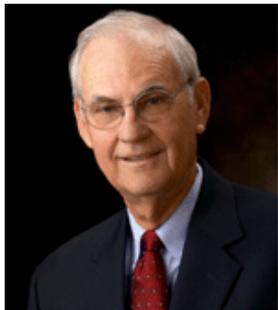
John Sims  
District 1



Gary Smith  
District 2



Kasha Williams  
District 3  
Mayor Pro Tem



Wayne Frost  
District 4



Richard Manley  
District 5



Sidney Allen  
District 6



City Manager  
David Willard



Chief of Police  
Don Dingler





## A Vision for the Future

The Longview Police Department is committed to providing the best quality 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, focus on the challenges and opportunities of the future, reduce waste, and enhance resources 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 recognized agency through the Texas Police Chief's Association Foundation, we are dedicated to ensuring the protection of citizen's rights, to improving the wellbeing of public safety employees, and to ensuring the operational and professional integrity as a law enforcement organization.

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

Sincerely,

A handwritten signature in cursive script that reads "Don Dingler".

Don Dingler  
Chief of Police





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# EXECUTIVE SUMMARY





# Executive Summary

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The Longview Police Department's Five Year Strategic Plan is a road map for where the agency currently is, and where we plan to see it in 2018. The Plan identifies many fronts of the Department including crime, traffic issues, regional disaster-preparedness, technology development, and community outreach programs. Each of these issues has their own unique circumstances and impact the Department's budget and future budgets in some capacity. In the end, the Strategic Plan represents how we plan to bring professional policing to the Longview community while being fiscally responsible to the community at the same time.

First, the Department's mission statement was considered and used for the litmus test for all facets of this strategic plan. Our mission statement simply 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.*

As technology develops and improves, the Longview Police Department wants to ensure that the community can stay in touch with the Department and the Police can keep the community informed with information from crime statistics, to pending citizen seminars and classes, to where major traffic accidents are on a daily basis.

Building a safer city requires a connection and open communication with the community. Our strategic plan states that our community crime watches will increase by 20% over the next five years. This accomplishes so many things. It allows our neighbors to know one another again. It creates 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 dedicated to providing professional police services.

Training for police personnel is important to maintain a high-functioning, professional police force. The Strategic Plan pushes the Department to provide the most relevant training in everything from active shooter situations, to specialized training for all criminal investigators, to disaster readiness training sponsored through both the State and the East Texas Council of Governments (ETCOG). Without constant and challenging training, we cannot deliver the level of police service promised in our mission statement.

As the Department learned in the Citizen Survey, traffic issues and illegal drugs are large concerns to the public. These are concerns for the agency as well. Traffic safety can affect anyone at any time when traveling the roads. Illegal drug activity has some influence on almost every other criminal issue that police deal with. Illegal drugs have ties to violent crimes and property crimes. The Department currently utilizes red light cameras at 10 major intersections, and other speed recording devices to monitor and identify hazardous traffic areas in the City. The Department also utilizes grant funding to provide increased traffic enforcement in the areas of speeding, seatbelt violations, and driving while intoxicated (DWI) through the Selective Traffic Enforcement Program (STEP).

In regards to illegal drugs, the Department understands that the War on Drugs cannot be won in Longview, Texas. However, 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 investigators work the dealers and distributors bringing the contraband to our community. Through the efforts addressed in the Strategic Plan, the Department can and will make a difference in illegal drug activity in Longview, TX.

The Five Year Strategic Plan will be our guide to improve and maintain police services. We plan to examine and address issues dealing with staffing, technology, and community relations so that the City of Longview is provided professional police services.

# HISTORY

## A Historical Perspective of the City of Longview and the Longview Police Department



# Historical Perspective

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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 geographi-

on Longview was take pieces from Harrison counties. the county seat. tion turned out and the Harrison able, Longview one edge of a shaped Gregg



During the 1870s town grew rapidly. jor fire in 1877, buildings of the

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.

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and early 1880s the Partly due to a ma-the original frame commercial center

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 led 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



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.



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 \$240.00 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

The authorized strength is 172 police officers, 3 warrant officers, and 62 civilian personnel. The Longview Police Department covers an area of about 55 square miles with a population of approximately 85,000.

Officers patrol the streets of Longview 24 hours a day, every day of the year. Other sections of Field Operations consist of Traffic, Police Area Representatives, and the Special Investigations and Apprehension Unit.



The Criminal Investigations Division is authorized 26 sworn personnel and partner with other

local and federal agencies to bring the highest quality of law enforcement to the community. The Cyber Unit partners with the Dallas PD computer crimes detectives in the Northern Texas Internet Crimes Against Children. The Narcotics Unit works with state and federal officials on a regular basis to combat crime in the Longview area.



The Longview Police also has a Crisis Intervention and Negotiations Unit and a Special Weapons and Tactics Team that function as a life-saving resource during critical incidents. The CINU has seven sworn personnel, and SWAT has 26 sworn personnel positions primarily staffed with Longview PD officers. Personnel from the Gregg County Sheriff's Office and Kilgore Police Department help augment the staffing for the Team. This allows the local agencies to develop a well equipped Team that can respond regionally.



The Department also has a Training and Recruiting Section responsible for meeting staffing needs and bringing quality training to the men and women of Longview PD through annual training and specialized advanced courses.

A very important part of the Department is the Public Safety Communications Section (PSC). Thousands of emergency calls are made to this dedicated group each year. PSC operators share information with first responders and also assist on calls by recovering background information as necessary.



# ORGANIZATION

**Longview Police Department  
Organization Chart,  
Personnel Summary  
&  
Budget**



# Longview Police Department Organization Chart



**AUTHORIZED POSITIONS**  
 SWORN OFFICERS—172  
 WARRANT OFFICERS—3  
 PD CIVILIANS—18  
 PSC CIVILIANS—44



A Texas Police Chief's Association Foundation  
 Recognized Agency

**CHIEF OF POLICE**

**EXECUTIVE ASSISTANT**

**PUBLIC INFORMATION OFFICER**

**OFFICE OF PROFESSIONAL STANDARDS**

**OPERATIONS BUREAU ASSISTANT CHIEF**

**OPERATIONS SUPPORT BUREAU ASSISTANT CHIEF**

**ADMIN ASST**

**ADMIN ASST**

**FLEET SERVICES**

**PATROL DIVISION**

**SPECIAL OPERATIONS**

**SUPPORT SERVICES DIVISION**

**CRIMINAL INVESTIGATIONS DIVISION**

**PUBLIC SAFETY COMMUNICATIONS**

- FIRST WATCH
- SECOND WATCH
- OPS ASST
- OPS ASST
- FTO
- RESERVES
- HONOR GUARD
- THIRD WATCH
- OPS ASST

- TRAFFIC UNIT
- SCHOOL RESOURCE
- POLICE AREA REPRESENTATIVES
- SPECIAL INVESTIGATIONS & APPREHENSION / COURT SERVICES

- POLICE RECORDS / PROPERTY
- PROPERTY ROOM
- TRAINING & RECRUITING
- FISCAL SERVICES
- PLANNING & RESEARCH
- PHOTO ENFORCEMENT
- RECOGNITION PROGRAM

- CINU
- SWAT
- OPS ASST
- CRIMES AGAINST PERSONS
- CRIMES AGAINST PROPERTY
- TECHNICAL INVESTIGATIONS
- C.O.D.E.

- ADMIN ASST
- SYSTEMS TECHNOLOGY
- COMMUNICATIONS ADMINSTRATOR
- RED TEAM
- BLUE TEAM
- TRAINING COORDINATOR



# Personnel Summary

| POSITIONS AUTHORIZED         |                      |                      |                      |                      |
|------------------------------|----------------------|----------------------|----------------------|----------------------|
| Personnel Summary            | Budget<br>FY 2013-14 | Budget<br>FY 2014-15 | Budget<br>FY 2015-16 | Budget<br>FY 2016-17 |
| <b>Full Time</b>             |                      |                      |                      |                      |
| Police Chief                 | 1                    |                      |                      |                      |
| Assistant Police Chief       | 2                    |                      |                      |                      |
| Police Lieutenant            | 6                    |                      |                      |                      |
| Police Sergeant              | 24                   |                      |                      |                      |
| Police Officer               | 139                  |                      |                      |                      |
| Warrant Officer              | 3                    |                      |                      |                      |
| Police Records Supervisor    | 1                    |                      |                      |                      |
| Executive Assistant          | 1                    |                      |                      |                      |
| Administrative Assistant     | 2                    |                      |                      |                      |
| Fiscal Services Specialist   | 1                    |                      |                      |                      |
| Police Operations Assistant  | 4                    |                      |                      |                      |
| Property & Evidence Spec/Sr. | 2                    |                      |                      |                      |
| Records Specialist/Senior    | 5                    |                      |                      |                      |
| Admin Analyst/Crime Analyst  | 0                    |                      |                      |                      |
| Law Enforcement Planner      | 1                    |                      |                      |                      |
| Crime Analyst                | 1                    |                      |                      |                      |
| PSC Manager                  | 1                    |                      |                      |                      |
| PSC Administrator            | 1                    |                      |                      |                      |
| PSC Administrative Assistant | 1                    |                      |                      |                      |
| PSC Training Coordinator     | 1                    |                      |                      |                      |
| Systems & Technology Spec    | 3                    |                      |                      |                      |
| PSC TCO Supervisor           | 4                    |                      |                      |                      |
| PSC TCO Lead                 | 4                    |                      |                      |                      |
| PSC TCO/Sr.                  | 29                   |                      |                      |                      |
| <b>Total</b>                 | <b>237</b>           |                      |                      |                      |

# Budget

| FY 2011-12                        |                        | FY 2012-13                        |                        | FY 2013-14                        |                        |
|-----------------------------------|------------------------|-----------------------------------|------------------------|-----------------------------------|------------------------|
| ITEM                              | COST                   | ITEM                              | COST                   | ITEM                              | COST                   |
| <b>Personnel</b>                  |                        | <b>Personnel</b>                  |                        | <b>Personnel</b>                  |                        |
| PD                                | \$10,761,201.00        | PD                                | \$10,785,677.00        | PD                                | \$11,227,192.00        |
| PSC                               | 1,154,080.00           | PSC                               | 1,188,432.00           | PSC                               | 1,174,866.00           |
| E-911                             | 498,303.00             | E-911                             | 501,372.00             | E-911                             | 513,767.00             |
| Total                             | \$12,413,584.00        | Total                             | \$12,475,481           | Total                             | \$12,915,825.00        |
| <b>Supplies</b>                   |                        | <b>Supplies</b>                   |                        | <b>Supplies</b>                   |                        |
| PD                                | \$814,955.00           | PD                                | \$820,569.00           | PD                                | \$713,454.00           |
| PSC                               | 35,694.00              | PSC                               | 32,622.00              | PSC                               | 30,205.00              |
| E-911                             | 3,785.00               | E-911                             | 3,150.00               | E-911                             | 4,643.00               |
| Total                             | \$854,434.00           | Total                             | \$856,341.00           | Total                             | \$748,302.00           |
| <b>Maintenance/<br/>Struct</b>    |                        | <b>Maintenance/<br/>Struct</b>    |                        | <b>Maintenance/<br/>Struct</b>    |                        |
| PD                                | \$6,500.00             | PD                                | \$6,500.00             | PD                                | \$6,500.00             |
| Total                             | \$6,500.00             | Total                             | \$6,500.00             | Total                             | \$6,500.00             |
| <b>Maintenance<br/>Equip</b>      |                        | <b>Maintenance<br/>Equip</b>      |                        | <b>Maintenance<br/>Equip</b>      |                        |
| PD                                | \$404,823.00           | PD                                | \$417,414.00           | PD                                | \$462,254.00           |
| Total                             | \$404,823.00           | Total                             | \$417,414.00           | Total                             | \$462,254.00           |
| <b>Contractual Ser-<br/>vices</b> |                        | <b>Contractual Ser-<br/>vices</b> |                        | <b>Contractual Ser-<br/>vices</b> |                        |
| PD                                | \$1,423,921.00         | PD                                | \$1,404,260.00         | PD                                | \$1,483,570.00         |
| PSC                               | 530,890.00             | PSC                               | 518,522.00             | PSC                               | 528,682.00             |
| E-911                             | 100,824.00             | E-911                             | 137,331.00             | E-911                             | 141,034.00             |
| Total                             | \$2,055,635.00         | Total                             | \$2,060,113.00         | Total                             | \$2,153,286.00         |
| <b>Payroll Benefits</b>           |                        | <b>Payroll Benefits</b>           |                        | <b>Payroll Benefits</b>           |                        |
| PD                                | \$3,596,941.00         | PD                                | \$3,566,008.00         | PD                                | \$3,603,911.00         |
| PSC                               | 472,611.00             | PSC                               | 472,355.00             | PSC                               | 467,847.00             |
| E-911                             | 178,360.00             | E-911                             | 175,751.00             | E-911                             | 182,420.00             |
| Total                             | \$4,247,912.00         | Total                             | \$4,214,114.00         | Total                             | \$4,254,178.00         |
| <b>Capital Outlay</b>             |                        | <b>Capital Outlay</b>             |                        | <b>Capital Outlay</b>             |                        |
| PD                                | \$11,706.00            | PD                                | \$16,046.00            | PD                                | 0                      |
| PSC                               | 1,878.00               | PSC                               | 0.00                   | PSC                               | 0                      |
| E-911                             | 290,497.30             | E-911                             | 0.00                   | E-911                             | \$45,722.00            |
| Total                             | \$304,081.30           | Total                             | \$16,046.00            | Total                             | \$45,722.00            |
| <b>Total</b>                      | <b>\$20,286,969.30</b> | <b>Total</b>                      | <b>\$20,046,009.00</b> | <b>Total</b>                      | <b>\$20,586,067.00</b> |



# MISSION & VALUES



**Longview Police Department  
Mission Statement  
&  
City of Longview  
ATIP Values**



# Mission Statement

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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

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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 in which there are over 150 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 2009. In 2012, the Longview Police Department successfully renewed its “Recognition” status with the Texas Police Chiefs Association.

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







# EMERGING ISSUES



**Staffing & Facilities**  
**Roadway Safety**  
**Safe Community**  
**Service Excellence**  
**Equipment & Technology**



# Patrol Staffing Study

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The Longview Police Department is currently working towards filling officer vacancies in the 2013/2014 fiscal year. With the recent pay adjustment, the Department is hoping to capitalize on this. With the increase in starting pay for officers, and with some modifications to the current hiring system, the Longview Police Department plans to have a waiting list for new sworn employees in the 2014/2015 fiscal year. Once staffing is closer to being filled, the Department will look at staffing studies to determine the needs of all sections including Patrol and Criminal Investigations Divisions.





# GOALS & OBJECTIVES





## The Measure of Success

In order for our goals and objectives to be realized, we must have a measuring system in place to keep us on track and accountable for this plan. The objectives, and the benchmarks, strategies for meeting those objectives, along with budget impact and timeline are as follows:

| Longview Police Department Improvement  |   |   |                  |               |               |               |               |               |  |
|---|---|---|------------------|---------------|---------------|---------------|---------------|---------------|--|
| Objective 1<br>Logistics  | Benchmarks  | Bureau<br>Responsibility                | Budget<br>Impact | Year<br>13-14 | Year<br>14-15 | Year<br>15-16 | Year<br>16-17 | Year<br>17-18 |  |
| 1.1 Monitor office space for department growth while maintaining the feasibility for future department growth needs.                                      | <ol style="list-style-type: none"> <li>Utilize department leased locations.</li> <li>Begin the development of plan to place the detectives in a city-owned location.</li> </ol>   | Operations Support Bureau               | YES              |               |               | ✓             | ✓             | ✓             |  |
| Objective 2<br>Relationships  | Benchmarks  | Responsibility                          | Budget<br>Impact | Year<br>13-14 | Year<br>14-15 | Year<br>15-16 | Year<br>16-17 | Year<br>17-18 |  |
| 2.1 Continue to develop Community outreach and citizen involvement  | <ol style="list-style-type: none"> <li>Increase of the Citizens Police Academy and Citizens on Patrol programs.</li> <li>Initiate and implement a Hispanic Citizens Police Academy.</li> <li>Develop and utilize programs where the officers have more direct contact with local businesses.</li> <li>Maintain department approved programs and presentations with each available at least annually.</li> </ol> | Operations / Operations Support Bureaus | 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.   | Operations / Operations Support Bureaus | NO               |               |               |               |               |               |  |
| 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 Administration                   | YES              |               |               |               |               |               |  |
| 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              |               |               | ✓             |               |               |  |
| Roadway Safety  |   |   |                  |               |               |               |               |               |  |
| Objective 1<br>Traffic Safety   | Benchmarks  | Responsibility                          | Budget<br>Impact | Year<br>13-14 | Year<br>14-15 | Year<br>15-16 | Year<br>16-17 | Year<br>17-18 |  |
| 1.1 Refine statistical data from Computer Aided Dispatch (CAD) and Records Management System (RMS) to identify developing traffic hazard areas and trends | <ol style="list-style-type: none"> <li>Develop data extraction reports that identify areas that are statistically more dangerous.</li> <li>Require the reports on a quarterly basis to determine areas in most need.</li> </ol>   | Operations Support Bureau               | NO               |               |               |               |               |               |  |

|   |  |   |               |            |            |            |            |            |   |   |   |   |
|---|--|---|---------------|------------|------------|------------|------------|------------|---|---|---|---|
| 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 reference speed in order to plan where officers are to be utilized for traffic enforcement.                              | Operations Bureau                                 | NO            |            |            |            |            |            |   |   |   |   |
| 1.3 Continue Red Light Photo Enforcement Program  | 1. Maintain current red light camera practices, policies and procedures.<br>2. Prepare a program report for contract renewal in 2015.  | Operations Support Bureau                         | NO            |            |            |            |            |            |   |   |   |   |
| 1.4 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.<br>2. Monitor and review the STEP grants statistics annually to measure the effectiveness.                         | Operations Support Bureau                         | NO            |            |            |            |            |            |   |   |   |   |
| 1.5 Ensure safe traffic management at accident scenes, traffic enforcement stops, and special events  | 1. Prepare operations plans for large events.<br>2. Ensure that all patrol vehicles are equipped with proper emergency equipment.<br>3. Ensure officers are equipped with personal safety equipment. | Operations & Operations Support Bureaus           | YES           | ✓          | ✓          | ✓          | ✓          | ✓          | ✓ | ✓ | ✓ | ✓ |
| 1.6 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 inside the city.   | Operations Bureau                                 | YES           | ✓          | ✓          | ✓          | ✓          | ✓          | ✓ | ✓ | ✓ | ✓ |
| 1.7 Enhance the utilization of social media to provide traffic information to the public  | The incorporation of mapping elements into social media postings to provide visual element notifications.  | Police Administration / Operations Support Bureau | YES           | ✓          | ✓          | ✓          | ✓          | ✓          | ✓ | ✓ | ✓ | ✓ |
| <b>Safe Community</b>   |  |   |               |            |            |            |            |            |   |   |   |   |
| Objective 1<br>Homeland Security Preparedness   | Benchmarks   | Responsibility                                    | Budget Impact | Year 13-14 | Year 14-15 | Year 15-16 | Year 16-17 | Year 17-18 |   |   |   |   |
| 1.1 Review Incident Command System procedures and update as necessary <b>(TPCA 8.09)</b>  | Ensure that all personnel receive the proper training with FEMA using National Incident Command System.  | Operations Support Bureau                         | NO            |            |            |            |            |            |   |   |   |   |
| 1.2 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.<br>2. Monitor demilitarized items through the military surplus program that can be utilized by the department.                                     | Operations Support Bureau                         | NO            |            |            |            |            |            |   |   |   |   |
| 1.3 Continued tactical readiness training for the Special Weapons and Tactics Team (SWAT) and the Crisis Intervention Unit (CINU). <b>(TPCA 3.10)</b>         | Maintain the required training hours each month for the department's SWAT and CINU teams.  | Operations Support Bureau                         | NO            |            |            |            |            |            |   |   |   |   |

|  |  |   |                      |                   |                   |                   |                   |                   |  |
|--|--|---|----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--|
| 1.4 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.<br>2. 100% attendance of Motorola Systems Owner Group Meetings.  | Operations Support Bureau                         | NO                   |                   |                   |                   |                   |                   |  |
| 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.<br>2. Continued use of the CODE RED system for emergency notifications.  | Police Administration / Operations Support Bureau | NO                   |                   |                   |                   |                   |                   |  |
| 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                   |                   |                   |                   |                   |                   |  |
| 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 and/or host regional training exercises.  | Police Administration                             | NO                   |                   |                   |                   |                   |                   |  |
| <b>Objective 2</b><br>Enhance Crime Analysis   | <b>Benchmarks</b>  | <b>Responsibility</b>                             | <b>Budget Impact</b> | <b>Year 13-14</b> | <b>Year 14-15</b> | <b>Year 15-16</b> | <b>Year 16-17</b> | <b>Year 17-18</b> |  |
| 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.<br>2. Develop and maintain software that is able to provide accurate and current crime data in the city.  | Operations Support Bureau                         | YES                  |                   | ✓                 |                   |                   |                   |  |
| 2.2 Improve strategic intelligence to utilize and forecast criminal events and trends and specific perpetrators.   | 1. Coordinate intelligence with gang detective reference what criminal groups and members are active in the community.<br>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                  |                   | ✓                 | ✓                 | ✓                 | ✓                 |  |
| <b>Objective 3</b><br>Public Awareness and Education   | <b>Benchmarks</b>  | <b>Responsibility</b>                             | <b>Budget Impact</b> | <b>Year 13-14</b> | <b>Year 14-15</b> | <b>Year 15-16</b> | <b>Year 16-17</b> | <b>Year 17-18</b> |  |
| 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                  |                   | ✓                 | ✓                 | ✓                 | ✓                 |  |
| 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 Administration                             | YES                  |                   | ✓                 | ✓                 | ✓                 | ✓                 |  |

|  |   |   |               |            |            |            |            |            |   |
|--|---|---|---------------|------------|------------|------------|------------|------------|---|
| 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.<br>2. Visit with professional and civic groups to provide education and awareness training.                                      | Police Administration / Operations Support Bureau | YES           | ✓          | ✓          | ✓          | ✓          | ✓          | ✓ |
| 3.4 Continue monitoring and reporting traffic stop data in accordance with legislation on racial or bias-based profiling (TPCA 2.01) | Maintain contractual agreement with an independent consultant to prepare annual racial profiling statistical report.  | Police Administration                             | YES           | ✓          | ✓          | ✓          | ✓          | ✓          | ✓ |
| 3.5 Continue to develop and grow Citizen's Police Academy Alumni Association (CPAAA) and Citizens on Patrol (COP)                    | 1. Provide resources to encourage Citizens Police Academy attendance.<br>2. Reach the Hispanic community with a Hispanic Citizen's Police Academy.  | Special Operations Division                       | YES           | ✓          | ✓          | ✓          | ✓          | ✓          | ✓ |
| 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. TAC will increase as the crime watch groups increase. | Special Operations Division                       | NO            |            |            |            |            |            |   |
| 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.<br>2. Major launch/release conducted when all four major carriers have an available solution in our region.                        | Operations Support Bureau                         | UNK           |            |            |            |            |            |   |
| 3.8 Develop and implement web-based education program for public awareness   | Develop web casts available online.   | Police Administration                             | YES           | ✓          | ✓          | ✓          | ✓          | ✓          | ✓ |
| <b>Service Excellence</b>  |   |   |               |            |            |            |            |            |   |
| Objective 1<br>TPCA Recognition Program  | Benchmarks  | Responsibility                                    | Budget Impact | Year 13-14 | Year 14-15 | Year 15-16 | Year 16-17 | Year 17-18 |   |
| 1.1 Continue meeting TPCA Standards for recognition  | 1. Maintain records for compliance.<br>2. Re-certify every four years in order to maintain recognition status.  | Police Administration                             | YES           |            |            | ✓?         |            |            |   |
| Objective 2<br>Data Entry and Documentation Storage & Retrieval  | Benchmarks  | Responsibility                                    | Budget Impact | Year 13-14 | Year 14-15 | Year 15-16 | Year 16-17 | Year 17-18 |   |
| 2.1 Evaluate/implement online access to crime statistics, open record requests, accident reports, and alarm permits                  | 1. Assessment of Tiburon Analytics module completed.<br>2. Migration to Online DPS Accident Reporting in progress. Continued use of Policereport.us for accident reports online.  | Operations Support Bureau                         | UNK           |            |            |            |            |            |   |

| Objective   | Benchmarks   | Responsibility            | Budget Impact | Year 13-14 | Year 14-15 | Year 15-16 | Year 16-17 | Year 17-18 |
|---|--|---------------------------|---------------|------------|------------|------------|------------|------------|
| <b>Objective 3</b><br>Efficient Data Entry  |  |                           |               |            |            |            |            |            |
| 3.1 Continue Automated Field Reporting System and ensure correct and efficient data entry in reporting fields | <ol style="list-style-type: none"> <li>1. Provide annual statistics to Texas DPS.</li> <li>2. Monitor technology and software programs for the most efficient reporting system.</li> <li>3. Explore voice recognition software to expedite report writing in the field.</li> </ol> | Operations Support Bureau | YES           |            |            |            | ✓          | ✓          |
| 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            |            |            |            |            |            |
| <b>Objective 4</b><br>Fiscal Responsibility   |  |                           |               |            |            |            |            |            |
| 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            |            |            |            |            |            |
| 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            |            |            |            |            |            |
| <b>Objective 5</b><br>Patrol Operations   |  |                           |               |            |            |            |            |            |
| 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 Administration     | NO            |            |            |            |            |            |
| 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            |            |            |            |            |            |
| 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 map interface.  | Operations Bureau         | NO            |            |            |            |            |            |

|   |   |   |                      |                   |                   |                   |                   |                   |   |
|---|---|---|----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---|
| 5.4 Use of unencumbered time combating street level illegal drugs and enforcing traffic laws.                                     | <ol style="list-style-type: none"> <li>1. Training to patrol officers in street level drug interdiction.</li> <li>2. Training is already provided to patrol officers reference radar certifications and Standardized Field Sobriety Test (SFST) training. Plan to include follow-up training as necessary.</li> <li>3. Encouragement and direct supervision by patrol sergeants and lieutenants for patrol to engage in traffic enforcement and street level narcotics investigations.</li> </ol> | Operations Bureau                                 | NO                   |                   |                   |                   |                   |                   |   |
| 5.5 Provide required and specialized patrol training each calendar year.  | <ol style="list-style-type: none"> <li>1. Continue the 40 hour Annual Recurrent Training with topics addressing patrol needs.</li> <li>2. Development and implementation of the Advanced Law Enforcement Rapid Response Training (ALERT) sponsored active shooter training to all patrol officers.</li> <li>3. Routine use of the firearms simulator to prepare patrol officers for armed confrontations.</li> </ol>  | Operations Bureau                                 | NO                   |                   |                   |                   |                   |                   |   |
| 5.6 Conduct initial criminal investigations in the community.   | <ol style="list-style-type: none"> <li>1. Continue to respond to all calls for service and conduct initial investigations.</li> <li>2. Determine based on the evidence and circumstances cases that need to be forwarded to Criminal Investigations for further follow-up.</li> </ol>   | Operations Bureau                                 | NO                   |                   |                   |                   |                   |                   |   |
| 5.7 Expand citizen education programs conducted by the School Resource Officers   | Utilize the SRO program as described by the National Association of School Resource Officers.   | Operations Bureau                                 | NO                   |                   |                   |                   |                   |                   |   |
| 5.8 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.   | Special Operations Division                       | NO                   |                   |                   |                   |                   |                   |   |
| <b>Objective 6</b><br>Increase Effectiveness of Criminal Investigations   | <b>Benchmarks</b>   | <b>Responsibility</b>                             | <b>Budget Impact</b> | <b>Year 13-14</b> | <b>Year 14-15</b> | <b>Year 15-16</b> | <b>Year 16-17</b> | <b>Year 17-18</b> |   |
| 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.   | Police Administration / Operations Support Bureau | YES                  |                   | ✓                 | ✓                 | ✓                 | ✓                 | ✓ |



| Objective 8<br>Encourage Leadership, Accountability, and Training   | Benchmarks   | Responsibility                            | Budget Impact | Year 13-14 | Year 14-15 | Year 15-16 | Year 16-17 | Year 17-18 |
|---|--|---|---------------|------------|------------|------------|------------|------------|
| 8.1 Decentralize day-to-day operational decision making to the Division Commander level   | <ol style="list-style-type: none"> <li>1. Provide all commanders formalized Leadership/Supervision training.</li> <li>2. Hold the Commander accountable for the activity and operation of the Division.</li> </ol>   | Operations Bureau                         | NO            |            |            |            |            |            |
| 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 Administration / Operations Bureau | NO            |            |            |            |            |            |
| 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           | ✓          | ✓          | ✓          | ✓          | ✓          |
| 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           | ✓          | ✓          | ✓          | ✓          | ✓          |
| 8.5 Continuously review the assignments of personnel to ensure quality police services  | <ol style="list-style-type: none"> <li>1. The use of annual evaluations to determine an officer's effectiveness.</li> <li>2. The transfer of personnel in specialized positions to generate new ideas and increase the general knowledge of the employees.</li> </ol>            | Police Administration                     | NO            |            |            |            |            |            |
| 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 or technology, that a segment inside the PD needs to move from one Bureau to another.                                     | Police Administration                     | NO            |            |            |            |            |            |
| Objective 9<br>Training and Recruiting  | Benchmarks   | Responsibility                            | Budget Impact | Year 13-14 | Year 14-15 | Year 15-16 | Year 16-17 | Year 17-18 |
| 9.1 Maintain Academy Status through Texas Commission on Law Enforcement (TCOLE)   | <ol style="list-style-type: none"> <li>1. Maintain needed training for the Academy Coordinator and personnel, and offer training courses.</li> <li>2. Develop and maintain an accurate course calendar using social media and the Longview Police Department website.</li> </ol> | Operations Support Bureau                 | NO            |            |            |            |            |            |

|   |  |                           |                      |                   |                   |                   | Year 13-14        | Year 14-15        | Year 15-16 | Year 16-17 | Year 17-18 |
|---|--|---------------------------|----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------|------------|------------|
| 9.2 Recruit and train qualified applicants  | 1. Develop social media and take advantage of close military facilities to attract officer recruits.<br>2. Maintain a pre-commissioning training for new officers and offer TCOLE Advanced courses on at least an annual basis.                      | Operations Support Bureau | YES                  | ✓                 | ✓                 | ✓                 |                   |                   |            |            | ✓          |
| 9.3 Expand Police Internship Program  | 1. Continue to maintain internship programs with Sam Houston State University and Texas Southern University.<br>2. Expand the program to include local universities such as SFA and UT at Tyler.<br>3. Develop a formal training manual for interns. | Operations Support Bureau | NO                   |                   |                   |                   |                   |                   |            |            |            |
| 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                   |                   |                   |                   |                   |                   |            |            |            |
| <b>Objective 10 Technology</b>  | <b>Benchmarks</b>  | <b>Responsibility</b>     | <b>Budget Impact</b> | <b>Year 13-14</b> | <b>Year 14-15</b> | <b>Year 15-16</b> | <b>Year 16-17</b> | <b>Year 17-18</b> |            |            |            |
| 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.<br>2. Use of the City bid process to identify the appropriate software product as the current software contract ends.   | Operations Support Bureau | YES                  |                   |                   | ✓                 |                   |                   |            |            |            |
| 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                  |                   | ✓                 | ✓                 | ✓                 |                   |            | ✓          |            |
| 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                  |                   | ✓                 | ✓                 |                   |                   |            | ✓          |            |
| 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                  |                   |                   | ✓                 |                   |                   |            | ✓          |            |

|  |  |                           |                      |                   |                   |                   |                   |                   |  |  |
|--|--|---------------------------|----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--|--|
| 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                  | ✓                 |                   |                   |                   |                   |  |  |
| 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 into ALPR database completed.                 | Operations Support Bureau | NO                   |                   |                   |                   |                   |                   |  |  |
| 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 according to physical proximity to events.<br>2. Improve patrol GPS program to the most current technology. | Operations Support Bureau | YES                  | ✓                 |                   |                   |                   |                   |  |  |
| 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                  | ✓                 |                   |                   |                   |                   |  |  |
| <b>Objective 11</b><br>Assist Economic Development   | <b>Benchmarks</b>  | <b>Responsibility</b>     | <b>Budget Impact</b> | <b>Year 13-14</b> | <b>Year 14-15</b> | <b>Year 15-16</b> | <b>Year 16-17</b> | <b>Year 17-18</b> |  |  |
| 11.1 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.                                 | Operations Bureau         | YES                  |                   | ✓                 | ✓                 |                   |                   |  |  |
| 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                   |                   |                   |                   |                   |                   |  |  |
| 11.3 Address criminal matters specific to the local businesses   | 1. Create partnerships between Police and Business.<br>2. Educate local business on criminal issued specific to their business   | Operations Bureau         | NO                   |                   |                   |                   |                   |                   |  |  |
| 11.4 Continue the Crime Prevention Through Environmental Design (CPTED) program  | 1. Host the Crime Free Multi-Housing course at least annually.<br>2. PAR Officers offer and provide CPTED analysis to businesses as requested.   | Operations Bureau         | YES                  |                   | ✓                 |                   |                   |                   |  |  |



**COMMUNITY  
INVOLVEMENT**





# Community Policing Programs

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**T**he 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.

***Police Area Representatives: PAR officers***  
***Citizens Police Academy & Hispanic Citizens Police Academy***  
***Neighborhood & Business Crime Watch***  
***Texans Against Crime***  
***Citizens on Patrol***  
***Disabled Parking Enforcement***  
***Reserve Officers Program***  
***Unity in the Community***  
***Police Explorers Program***  
***Partners in Prevention***  
***Women's Safety & Women's Handgun Safety Courses***  
***Church Safety Seminars***  
***Crime Free Multi-Housing***

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

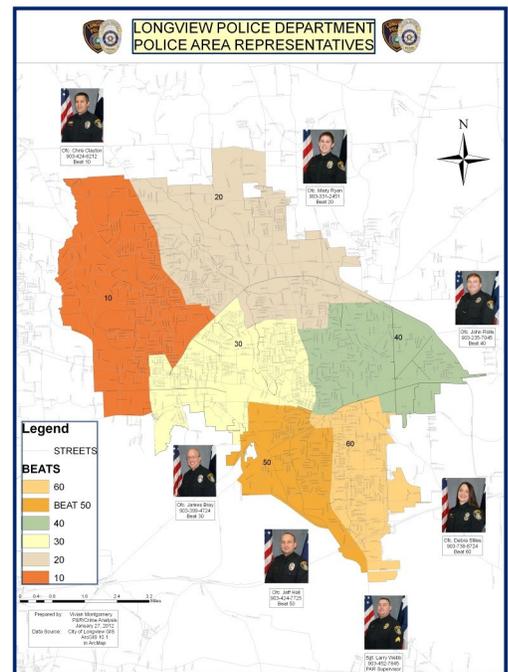
# Police Area Representatives



**P.A.R. Officers: Police Area Representatives**

**C**ommunity Policing is a philosophy based on the concept that police officers and private citizens 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. Although not equal in geographical size, each represents about the same number of service calls. Each beat is equally protected by the police department, and each beat has a dedicated P.A.R. officer that works directly with community groups and assists in coordination of community programs.



## Citizen's Police Academy

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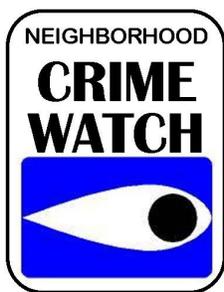
The purpose of the Academy is to familiarize citizens with the operations of the police department. This includes classes on patrol procedures, criminal law, narcotics, search and seizure, tactical operations, investigations, juvenile law, and a firearms demonstration. Students also have the option to 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 academy is intended to open the lines of communication between the community and the police department.

Many people are unsure of the role of the police. By allowing citizens an up close and personal look at what rules, regulations, and policies the police follow, some misconceptions may be alleviated. During classes, 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

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Neighborhood Crime Watch was created to gain citizen involvement in deterring and preventing residential crime. Citizen involvement included 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. Individual Neighborhood Crime Watch groups can be found throughout Longview.

# Citizens on Patrol

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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. This has been one of the most productive community partnerships our Department has developed within the last ten years. Since their beginning, these self-funded volunteers have patrolled a total of over 298,000 miles in their private vehicles. This equates to a cost of over \$21,000 in fuel. 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.

## Disabled Parking Enforcement Program

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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, and meet all other requirements established by the city of Longview Municipal court. Prefer: Trustworthy, mature 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.*



## Reserve Officer Unit

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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 purpose of the Reserve Unit is to supplement 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 six non-salaried reserve officers and three part-time paid 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 participated in several special assignment details during the year. 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.

## Unity in the Community

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Organized by city officials in coordination with local ministers and community leaders, “Unity in the Community” events are held periodically in targeted locations throughout Longview. What began as a community march against crime, the anti-violence event is now a community rally featuring a march against crime, food, information booths from nonprofit organizations, and community speakers.

Event organizers have designed the rally as an opportunity for residents to become acquainted with neighbors, police, and area services. According to Mayor Dean, “We have been proud of the success of the two previous unity events and hope that this rally will help those achievements continue. We invite all citizens from throughout Longview to attend this event to show support for our community and the efforts being done to reduce crime.”

# 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 6 experience areas:

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

# Police Chaplains

**T**he 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 and CPR, and familiarization with basic police functions and activities.

# Volunteers

**M**any 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.



# Other Specialized Police Units Serving the Community

**T**here are times when a specific incident or an organizational objective may require a more creative and dynamic solution. When this happens, the Specialized Service Units are tasked with providing solutions to these types of challenges. There are many different units within the Longview Police Department that fall under this definition.

What makes each of these units unique is the equipment and specialized training each unit has at its disposal to address the challenges within their sphere of influence. Some of the units are staffed with officers who are assigned to the unit full time while others are called upon when needed. Each member of the unit receives the training necessary to function within their assignment with a high degree of skill and professionalism. These specialized units are:

- Special Investigations and Apprehension Unit (SIA)
- Traffic Unit
- School Resource Unit
- Crisis Intervention and Negotiations (CINU)
- Special Weapons and Tactics (SWAT)

## SPECIAL INVESTIGATIONS & APPREHENSION UNIT



**T**he Longview Police Department's Special Investigations and Apprehension Unit (also known as the Fugitive / Gang Unit) is a specialized unit attached to the Criminal Investigations Division. 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 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.

# 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.



# 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.

Officers are currently assigned to campuses within the Spring Hill Independent School District, the Longview Independent School District and the Pine Tree Independent School District.

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

The goals of 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



# 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 safety of the local community.



# Special Weapons & Tactics

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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 Vice-Presidential protection detail during Vice President Cheney's visit to Longview in March of 2004.



# Other Services

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- **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.
- **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.
- **Regional Amber Alert Plan:** The City of Longview is working with the Governor's Division of Emergency Management to develop a Regional Amber Alert Plan that would cover 14 surrounding counties.
- **Hispanic Citizen's Police Academy:** Although initial attempts were fruitless, this is a goal we intend to complete. Longview PD's first Hispanic Citizen's Police Academy will assist the Hispanic community with becoming more familiar with the Police Department, and the Department with them.
- **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.



# CITIZEN SURVEY

*Survey Conducted By:*

*Eric J. Fritsch, Ph. D.*

*University of North Texas*

*Department of Criminal Justice*

*1155 Union Circle #305130*

*Denton, TX 76203*



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 the community residents' top three:

- Drug Sales
- Drinking and Driving
- Speeding/Reckless Driving
- Violent Crime
- Domestic Violence

These findings illustrate that the Longview community is concerned about illegal drugs traffic issues (including speeding, running red lights, and Driving While Intoxicated), and violence. While domestic violence was seen in both categories as a crime issue and one the police must take as a high priority, violent crime was only located in a police priority. This translates that the community does not see violent crime as a top criminal concern in Longview, but they expect the department to treat violent crime as a priority when dealing with the matter.

With this study taken into consideration, the long-term plans of the Longview Police Department address these concerns. While narcotics detectives currently work cases involving illegal drugs, the Department realizes the problem is larger than what one unit can do and that it will take a combined effort from all officers to combat this issue. Patrol officers will be expected to recognize and engage street-level narcotics sales. The Department expects to increase crime watch groups by 20% each year for the next five years. This goal will lead to the Police Area Representatives developing more

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 effect 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 three years so that the Department's success can be monitored through the perspective of those the agency serves.