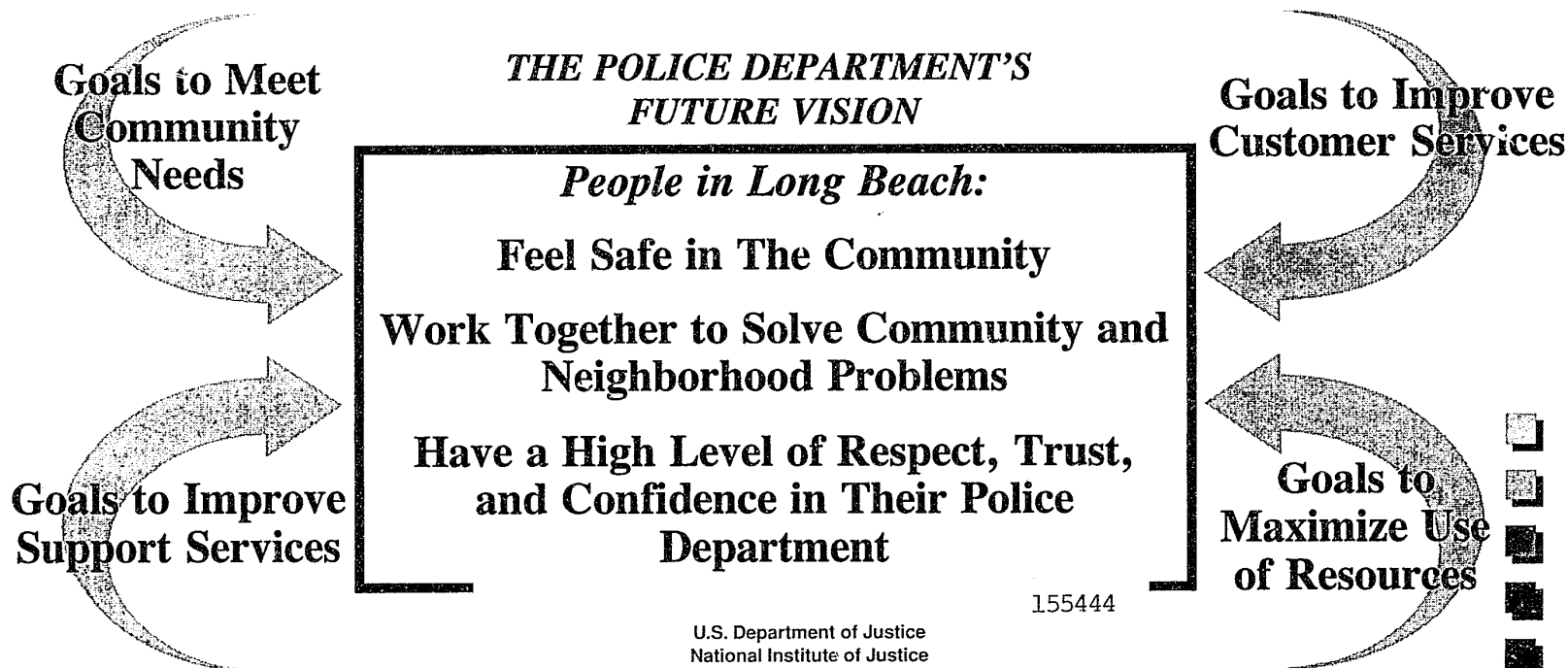


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LONG BEACH POLICE DEPARTMENT STRATEGIC PLAN



***A Cooperative Effort of the
Long Beach Police Department
and the Office of the City Auditor***

U.S. Department of Justice
National Institute of Justice

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February, 1994

Long Beach Police Department

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ACQUISITIONS

JUL 26 1995

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*Strategic Plan of the
Long Beach Police Department*

February, 1994

I am pleased to submit the Police Department's strategic plan. This plan charts the course for our Department and the community to work together to realize our common vision. This vision is one of Long Beach as a community where people feel safe; work together to solve neighborhood and community problems; and have a high level of respect, trust, and confidence in their Police Department.

The goals, objectives, and strategies contained in this plan are targeted at realizing this vision. They focus on three major initiatives:

Meet Community Needs - the Department's future focus will be on the needs and priorities of the community it serves. The Department will become customer driven.

Improve Customer and Support Services - the Department will make changes to improve the services delivered to its customers as well as support services provided within the Department.

Maximize the Use of Department Resources - the Department will maximize the use of its resources to meet the public safety needs of the community efficiently.

As with any plan, the value of this strategic plan can only be realized through implementation. The Department is committed, and will be accountable, for accomplishing measurable results in implementing this strategic plan.

Strategic planning can be a risky undertaking. It requires honest identification and acceptance of the organization's weaknesses and flaws. I believe we have been open and honest, and have enthusiastically taken steps to address weaknesses and issues identified.

Many individuals contributed to the development of this strategic plan. First, and most important, I would like to thank the members of the community who provided honest input into this plan. Their perspectives became the foundation

for goals, objectives, and strategies adopted.

The Police Department's Strategic Plan Steering Committee spent many hours reviewing information collected and developing the Department's future vision, goals, objectives, and strategies. I thank them for their high level of commitment to improving this Department.

Finally, I would like to thank the City Auditor and his staff for collecting and analyzing the information needed to make good decisions, facilitating the decision making of the Steering Committee, and preparing the strategic plan and supporting reports. We worked together in a true cooperative partnership.



William C. Ellis
Chief of Police

*Strategic Plan of the
Long Beach Police Department*

February, 1994

This plan fulfills a commitment made by the Police Department in the Fall of 1992 to conduct an in-depth examination of what services they provide and how they provide them.

The Department has examined what services it provides and developed goals to focus its priorities on those of the community it serves. It has examined how it provides services and has developed goals to improve both customer and support services and to maximize the use of its resources.

Strategic planning can be a risky undertaking. It requires honest identification and acceptance of an organization's weaknesses and flaws. I believe the Police Department has been open and honest, and has taken steps to address weaknesses and issues identified.

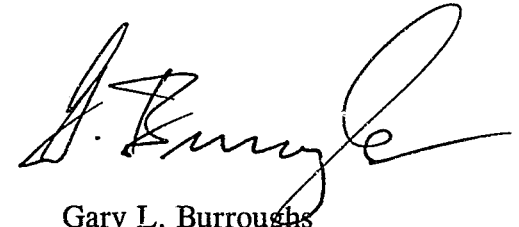
Strategic planning is a dynamic way of doing business, not this document. Strategies implemented will be routinely reviewed to determine if they are resulting in the desired outcomes. Strategies will be adjusted or completely modified if results fall short of their targets.

In addition, the Department will continue to identify strategic issues from their customers, stakeholders, other police departments, and employees. Strategies will be developed and implemented to address these new issues.

As with any plan, the value of this strategic plan can only be realized through implementation. The Department is committed, and will be accountable, for accomplishing measurable results in implementing this

strategic plan.

The Office of the City Auditor will maintain involvement in the implementation of the Strategic Plan. We will ensure measurable results are achieved.



Gary L. Burroughs
City Auditor

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The Long Beach Police Department, established in 1908, has a long and distinguished history of providing quality service to the community and being a leader in providing police services.

From being the first police department in the country to have a female police officer to pioneering the installation of computer dispatch terminals in police vehicles, the Police Department has served as a model to other police agencies.

Today, the Long Beach Police Department remains at the forefront in delivering police services. It is recognized nation-wide for its outstanding traffic safety, Drug Recognition Expert (DRE), and police dog or "K-9" programs. Long Beach Police Department officers provide advanced DRE and K-9 training to other police agencies throughout the Country.

The Police Department's response time and crime clearance rates are exceptional. Compared to the police agencies in the ten largest cities in California, the Long Beach Police Department ranks first in response time to emergency calls for service at 4.9

minutes. The Police Department ranks second in solving reported crimes against persons, clearing 46% of the cases. And due to the quality of the cases filed, the Police Department maintains an excellent conviction rate.

The Police Department is also a leader in developing innovative solutions. In June of 1992, the City of Long Beach received an award from Public Technology, Inc., the technical branch of the National League of Cities, for its sexual assault response team (SART). Comprised of detectives, a physician, a crisis counselor, and a district attorney, SART interviews sexual assault victims at the time an incident is reported minimizing the number of times the victim must recount the incident.

The Department was also the first police agency in California to introduce an Early Warning System (EWS) which identifies officers who are generating excessive citizen complaints. These officers receive counseling or training to prevent more serious problems. The Long Beach Early Warning System has been adopted by other police agencies throughout the Country.

STRATEGIC PLANNING APPROACH

In the Fall of 1992 the Police Department initiated a strategic plan to focus on the top priority issues and challenges faced by the Department. A business approach that included two major phases: issue identification and strategy development was used to design the strategic plan.

During the issue identification phase, information was collected from numerous sources including:

- ✓ the Department's customers
- ✓ stakeholders including the Mayor and City Council
- ✓ police departments of other large California cities
- ✓ the Department's employees
- ✓ previous studies and reports,
- ✓ an overview of current operations

This information was used to identify the Department's strengths, constraints or weaknesses, future threats, and future opportunities.

During the strategy development phase, the future vision of the Department was refined. Strategic issues were identified, discussed, and prioritized, based on their

EXECUTIVE SUMMARY

Strategic Plan of the Long Beach Police Department

impact on the Department's future vision. Numerous alternative strategies for addressing each issue were developed. Those strategies with the greatest likelihood of contributing to the Department's mission were selected, and a timetable was developed for implementation.

Once implemented, the strategic plan will become a dynamic and flexible way of doing business rather than a static document. Strategies implemented will be routinely reviewed to determine if they are resulting in the desired outcomes. Strategies will be adjusted or completely modified if results fall short of their targets. Information collected from the Department's customers will play a major role in evaluating the effectiveness of implemented strategies.

THE NEED FOR ACTION

Today, more than ever before, well devised and focused strategies are needed to address the increasing threat of crime within our community, to meet the needs of a changing community, and to restore the public's confidence in the Police Department.

The Increasing Threat of Crime

Over the past decade Long Beach has experienced sharp increases in violent crime, and in illegal gang and drug activity. Many citizen's no longer feel safe in their neighborhoods. In our customer survey, slightly less than half those responding agree they feel safe in their neighborhoods. An even smaller number, 30%, agreed they are unlikely to be crime victims within the next year.

These fears are not unfounded. Between 1980 and 1991 reported violent crimes in Long Beach more than doubled. Although violent crimes decreased during 1992, they are still substantially above past levels.

Serving A Changing Community

Long Beach has also changed substantially in other ways. In 1980, Long Beach's population was majority Anglo. Today, the population is much more diverse. Less than half the population is Anglo, about one-quarter are Hispanic, with the remainder evenly split between the Black and Asian/Pacific Islander populations.

Another significant change was a widening of the gap between the affluent and poor between 1980 and 1990, with both median income and the percent of the population below poverty levels increasing.

Long Beach housing also changed, with the percentage of housing units forty years or older increased from 24 to 39 percent. The number of renter occupied housing units increased over 8 percent, and vacant units increased 44 percent. These housing units are also increasingly overcrowded, with the number of severely overcrowded units nearly triple the 1980 level.

Regaining the Public's Confidence

While the Police Department is facing perhaps its biggest challenge, it has also experienced its worst crisis of public confidence. On the heels of the Rodney King beating case and similar cases nationwide, public suspicion of police activities, and the Department's ability to control them, is at a high point.

In addition, internal struggles, poor morale, and a loss of quality people made it difficult for the Department to

EXECUTIVE SUMMARY

Strategic Plan of the Long Beach Police Department

adequately respond to the needs of the community. The quality of service provided declined to unacceptable levels. Customer confidence in the Police Department's ability to provide adequate protection and response declined.

In November of 1990, the Los Angeles County Sheriff's Department began patrolling approximately twenty percent of the City under a two year agreement. The purpose of this arrangement was to improve City-wide service by concentrating deployment of Police Department personnel to the remainder of the City.

The public's confidence in the Police Department had declined to the point that eliminating the Department and contracting with the LASD to police the entire City became a viable option. In early summer of 1992, the Council voted to maintain the Police Department and terminate the contract with the LASD.

However, the public's confidence in, and image of, the Police Department had been damaged. In our recent survey, only 37% of the customers agreed the Department has a positive image within the community. To meet the challenges

of the 1990's and beyond, the Department must regain the public's confidence and trust.

The Police Department's planned actions to address the increasing threat of crime, serve a changing community, and regain the public's confidence are based on the following fourteen goals. These goals are based primarily on the priorities and issues identified by the customers of the Department.

Goals to Meet Community Needs

1. Focus on Community Priorities
2. Improve Community Access to the Police Department
3. Develop New Partnerships

Goals to Improve Customer Services

4. Improve Patrol Response Time
5. Reduce Illegal Gang Activity
6. Provide Effective Criminal Investigations
7. Reduce Illegal Drug Activity
8. Provide Neighborhood Security / Solve Neighborhood Problems

9. Reduce Prostitution and Lewd Behavior

10. Improve Traffic Safety

Goals to Improve Support Services

11. Improve Services That Support Patrol and Investigations

Goals to Maximize the Use of Department Resources

12. Maximize the Effectiveness of Human Resources
13. Leverage Existing and Emerging Technology
14. Maximize the Effective Use of Vehicles and Equipment

For each goal a series of specific objectives were developed and adopted by the Department. These objectives identify specific tasks for the Department to accomplish. In addition, strategies for accomplishing each objective were identified. These objectives and strategies were identified by the Department as the most effective methods of meeting customer needs and addressing identified issues.

EXECUTIVE SUMMARY

Strategic Plan of the Long Beach Police Department

GOALS TO MEET COMMUNITY NEEDS

The Police Department recognizes that its success is determined by its ability to meet the needs of the community it serves. To more effectively meet these needs the Department established three goals.

Goal 1: Focus on Community Priorities

Successful businesses understand that the most important factor in continuing success is focusing on the needs and priorities of their customers. The Police Department's future success is no less tied to focusing on the needs and priorities of the community it serves.

Many customers surveyed did not see the Police Department as community oriented. In our recent survey, about the same number of customers disagreed the Department is community oriented as agreed. A total of 36% of customers disagreed the Department is community oriented, with 13% strongly disagreeing. Nearly as many, 35%, agreed with the statement, with 29% responding neutrally.

The management of the Police Department understands the importance of focusing on community priorities and has already taken action to increase this focus. In addition, the Department has established focusing on community priorities as its first goal. To accomplish this goal the Department has adopted three objectives:

- ✓ Increase ongoing City-wide community input and involvement in determining police priorities
- ✓ Deploy City-wide Police resources consistent with identified City-wide community priorities
- ✓ Develop a strong customer and community service orientation within the Department

Goal 2: Improve Community Access to the Police Department

For the Police Department to be successful in meeting the needs of the community it must be accessible to members of the community and must keep the community well informed of its activities.

There is an invisible, but very definite, line between the Police and the

community. A major challenge for the Police Department is to develop an environment where individual community members are comfortable approaching both the Department and officers, feel informed of Police activities, and are enthusiastic about working together.

Of the areas measured in our survey, customers feel least positive about being well informed on the Police Department's programs, activities, and services. A total of 61% of the customers disagreed the Department keeps them well informed.

The management of the Police Department has already taken action to improve the community's access. In addition, the Department has established improving community access as a primary goal in this strategic plan.

To accomplish this goal the Department has adopted five objectives:

- ✓ Decentralize the Police Department's organizational structure, operations, and decision-making

EXECUTIVE SUMMARY

Strategic Plan of the Long Beach Police Department

- ✓ Develop decentralized Police facilities to move personnel from a central headquarters into the community
- ✓ Increase the openness and accessibility of individual Police personnel
- ✓ Develop a work force that is consistent with community characteristics and needs
- ✓ Expand the Department's ability to communicate with its multi-lingual community

Goal 3: Develop New Partnerships

The very concept of community is a partnership between two or more parties with mutual interests. There is perhaps no mutual interest of more value, or currently of more concern, than providing public safety. To attain this mutual interest requires interaction and participation in partnership by all elements of the community.

These partnerships must not just be mechanisms for solving current problems but must be continuous ways of identifying issues and delivering services. The Department and community must cooperatively pool resources and work in the same direction

to ensure the future quality of life in our neighborhoods.

The Police Department is committed to communicating and cooperating with its partners in the community. It has established the development of new community partnerships as a primary goal in this strategic plan.

To accomplish the goal of developing new partnerships the Department has adopted seven objectives:

- ✓ Develop new community partnerships to more effectively meet their needs and provide safer neighborhoods
- ✓ Improve coordination between the Police Department and the City Council
- ✓ Improve coordination between the Police Department and community service agencies that could support the Police mission
- ✓ Improve coordination between the Police Department and other City departments
- ✓ Develop new partnerships with members of the printed and electronic media

- ✓ Maximize communication and coordination with other regional police operations
- ✓ Maximize communications and coordination with other elements of the criminal justice system

GOALS TO IMPROVE CUSTOMER SERVICES

The Police Department provides numerous services to its customers. These services include quickly responding to emergency and non-emergency calls for service, reducing the level of crime within the community, investigating crimes that have been committed, providing security in neighborhoods, and providing traffic safety.

The Department, based on community input has established goals to improve the quality and efficiency of services provided to its customers.

Goal 4: Improve Patrol Response Time

The Police Department primarily receives calls for service from its customers through the 911 emergency

telephone line. It responds to these calls by either handling the call over the telephone or dispatching a police unit to the scene.

The total number of calls requiring the dispatch of a police unit has increased substantially, more than 61%, over the past ten years. One of the results of this increase is that each patrol employee is handling 34% more calls for service than ten years ago.

Calls for service that require a police unit are categorized and dispatched in three priorities:

Priority 1 calls are the highest priority. These calls include situations where the life or property of an individual is in imminent danger.

Priority 2 calls are situations where fairly immediate assistance is needed, however, no life or property is at immediate risk.

Priority 3 calls are the lowest priority and are situations where there is no substantial risk to an individual's life or property but police action is required.

In our survey of customers, responding to emergency, or Priority 1, calls for service was overwhelmingly ranked as the top priority for the Police Department. A total of 56% of the customers responding ranked this service as the most important, with another 23% ranking it either second or third in importance.

We also asked customers to identify what they believe to be a reasonable response time to an emergency or priority 1 call for service. The majority of customers, 88%, believed a response time of 5 minutes or less was acceptable. The average reasonable response time to meet customer expectations for emergency calls was 4.7 minutes. As of October, 1993, the Police Department was responding to emergency calls for service in an average of 4.7 minutes.

The Department is also outperforming other large California cities in response to emergency calls for service. Long Beach ranked first in response time to emergency calls, responding in 4.9 minutes in 1992. This placed Long Beach well above the average of 7.2 minutes for the eight cities we were able to compare.

While the Police Department is responding quickly to emergency calls, it is not meeting customer expectations for non-emergency calls. For a priority 2 call for service, customers identified an average of 10.3 minutes as a reasonable response time. As of October, 1993, the Police Department was responding to these calls in an average of 20.6 minutes.

For a priority 3 call for service, customers identified an average of 20.6 minutes as a reasonable response time. As of October, 1993, the Police Department was responding to these calls in an average of 35.9 minutes.

To ensure the Police Department is able to meet customer expectations in the future it has developed and adopted the goal of improving patrol response time. To accomplish this goal the Department has developed four objectives:

- ✓ Increase the deployment of one-officer patrol units while maintaining officer safety
- ✓ Increase the amount of time patrol personnel spend in the field
- ✓ Improve the level of field supervision of patrol personnel to increase productive time and effectiveness

EXECUTIVE SUMMARY

Strategic Plan of the Long Beach Police Department

- ✓ Improve the effectiveness and efficiency of the Department's emergency call taking and dispatch capabilities.

Goal 5: Reduce Illegal Gang Activity

In recent years, gang related crime has been increasing both nationwide and locally. The Police Department shares a database of known gang members in Los Angeles County, and has patrol and investigative officers who specialize in combating gang involved crime.

Reducing the level of illegal gang activity in the City was ranked by customers surveyed as the second overall highest priority service expected or desired of the Police Department.

Over half, 58%, of customers surveyed responded they have frequently observed illegal gang activity in Long Beach. A majority, 71%, also believe they are negatively affected by illegal gang activity in Long Beach.

In addition, a majority, 64% agreed they are aware of the efforts of the Police Department to fight illegal gang activity.

A much smaller number, 30%, agreed they are satisfied with those efforts.

Long Beach has more gang members than some other large cities in California. To identify the extent of Long Beach's gang related crime problems relative to other large cities in California, we compared the estimated number of gang members per 1,000 population. Long Beach ranked second, with 20.4 estimated gang members per 1,000 population, of the nine cities we were able to compare. Long Beach was also significantly above the average of 10.7 for the nine cities.

Attaining the goal of reducing the level of illegal gang activity is one of the most significant and difficult challenges facing the Police Department. To accomplish this goal the Department has developed five objectives:

- ✓ Strengthen gang prevention programs to prevent youth at risk from becoming involved in illegal gang activities
- ✓ Consolidate and strengthen the Department's gang enforcement efforts

- ✓ Leverage community resources and involvement in reducing illegal gang activity
- ✓ Increase the level of coordination with others involved in gang enforcement activities
- ✓ Modify and strengthen existing laws and ordinances related to illegal gang activity

Goal 6: Provide Effective Criminal Investigations

Crimes are generally categorized as either crimes against persons or crimes against property. The Police Department conducts investigations of both reported crimes against persons and property. Investigators collect physical evidence, interview witnesses and suspects, develop the criminal case, and file the case with the City Prosecutor or County District Attorney. The investigators support the prosecution of suspects and often testify during criminal trials.

Crimes against persons include homicides, robberies, assaults, rapes, and child abuse. Investigations of these crimes was ranked as third in priority by

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Strategic Plan of the Long Beach Police Department

individuals completing the customer survey.

Nearly half, 45%, of the customers responding to our survey believed they are likely to be the victim of one of these crimes within the next year. Long Beach also ranked high, at third, when compared to the ten largest cities in California in the incidence of crimes against persons per 1,000 population in 1992.

Long Beach Police performed well in clearing or solving crimes against persons. Long Beach ranked second when compared to the ten largest cities in California in the percentage of crimes against persons that were cleared, or solved in 1992.

Crimes against property include burglary, auto theft, larceny, and forgery or fraud cases. Investigations of these crimes was ranked by customers as the seventh highest priority service expected or desired of the Police Department.

A majority, 61%, of the customers responding to our survey believed they are likely to be the victim of one of these crimes within the next year. However,

Long Beach ranked relatively low, at seventh, when compared to the ten largest cities in California in the reported incidence of crimes against property per 1,000 population in 1992.

Long Beach Police also performed well in clearing or solving crimes against property. Long Beach ranked third when compared to the ten largest cities in California in the percentage of crimes against property that were cleared, or solved, in 1992.

By effectively investigating crimes that have been committed the Department can reduce the threat of future criminal activity. To accomplish this goal, the Department has adopted the following objectives:

- ✓ Improve patrol support of criminal investigations
- ✓ Improve evidence collection and analysis to provide better forensic support of criminal investigations
- ✓ Increase the efficiency of Police Detective personnel conducting criminal investigations

- ✓ Leverage community resources and involvement in conducting criminal investigations

Goal 7: Reduce Illegal Drug Activity

Possession, distribution, or use of certain drugs is against the law. The Police Department responds to complaints of illegal drug activity, and proactively conducts investigations into drug trafficking in Long Beach.

Reducing the level of illegal drug activity in the City was ranked by customers as the fourth highest priority service expected or desired of the Police Department.

Over half, 52%, of the customers completing the survey agreed they have frequently observed illegal drug activity in Long Beach. A majority, 70%, agreed they are negatively affected by illegal drug activity in Long Beach.

A majority, 66% also agreed they are aware of the efforts of the Police Department to enforce drug laws. A much smaller number, 23%, agreed they are satisfied with the level of enforcement of drug laws.

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The Police Department has established the goal of reducing the current level of illegal drug activity in the City. To accomplish this, the Department has established five objectives:

- ✓ Strengthen drug prevention programs to prevent youth at risk from becoming involved in illegal drug activity
- ✓ Strengthen drug enforcement efforts and develop targeted Department-wide enforcement objectives and provide improved enforcement tools
- ✓ Increase community involvement and leverage community resources in reducing illegal drug activity
- ✓ Increase the level of coordination with others involved in illegal drug enforcement
- ✓ Modify and strengthen existing laws and ordinances related to illegal drug activity

Goal 8: Provide Neighborhood Security and Solve Neighborhood Problems

The Long Beach Police Department provides neighborhood security in the City by patrolling, observing activities, and initiating contact with business

owners and residents. Also, the Police Department is responsible for working with the community to solve the problems of crime, physical and social disorder, and neighborhood decay.

Customers ranked providing neighborhood security by patrolling as the fifth highest priority service expected or desired of the Police Department. In addition, providing increased patrol and visibility was customers' second most common suggested improvement in Police operations.

Many customers also say they do not frequently see patrol officers. Less than half, 42%, agreed they frequently see patrol officers. In addition, just over one third, 34%, of the customers surveyed were satisfied with the level of patrol services being provided. An even smaller number, 26%, believe community based policing is being effectively used in Long Beach.

The goal of providing neighborhood security and solving neighborhood problems presents a substantial challenge to the Police Department. To accomplish this goal the Department has developed four objectives:

- ✓ Increase the level of input from individual neighborhoods on problems and priorities within each neighborhood
- ✓ Focus Police resources on issues and priorities of individual neighborhoods
- ✓ Increase the level of commitment and continuity of patrol officers within neighborhoods to improve community interaction
- ✓ Increase the level of involvement in solving neighborhood problems by individuals in neighborhoods

Goal 9: Reduce Prostitution and Lewd Behavior

Prostitution is the violation of law prohibiting the exchange of sexual activity for payment. Lewd behavior is the exposure of sexual organs, or participating in a sexual act, in a public location. The Police Department responds to these crimes with proactive enforcement programs based on citizen complaints.

Reducing the level of prostitution and lewd behavior within the City was ranked by customers as the ninth priority

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service expected or desired of the Police Department.

Half of the customers completing the survey agreed they have frequently observed prostitution or lewd behavior in Long Beach. A slightly smaller percentage, 47%, agreed they are negatively affected by prostitution and lewd behavior in Long Beach.

A majority, 67%, agreed they are aware of the efforts of the Police Department to enforce prostitution and lewd behavior laws. A smaller number, 39%, agreed they are satisfied with the level of enforcement of prostitution and lewd behavior laws.

Although prostitution and lewd behavior is a relatively low priority to the customers of the Police Department, it is still important to a large number of Long Beach's residents.

To ensure the Police Department is able to meet customer expectations in the future it has adopted the goal of reducing prostitution and lewd behavior.

- ✓ Develop targeted Department-wide prostitution and lewd behavior

enforcement objectives and provide improved enforcement tools

- ✓ Increase community involvement and leverage community resources in reducing prostitution and lewd behavior
- ✓ Increase the level of coordination with others involved in prostitution and lewd behavior enforcement
- ✓ Modify and strengthen existing laws and ordinances related to prostitution and lewd behavior

Goal 10: Improve Traffic Safety

A well run traffic safety program insures the efficient movement of vehicular traffic while minimizing loss of life, personal injury, and property damage.

The Department maintains traffic safety by enforcing traffic and parking laws, conducting special enforcement on commercial large truck traffic, investigating traffic accidents, providing school crossing guards, recognizing drivers impaired through drugs or alcohol, and making driving under the influence arrests.

The majority, 68%, of Police Department customers believe the efforts of traffic officers help to increase safety on Long Beach streets. However, less than a majority, 38%, agreed the Department's focus is appropriate.

The Department has established the goal of improving traffic safety. To accomplish the goal, the Department has adopted the following objectives:

- ✓ Expand the targeting of traffic enforcement efforts and implement new technologies to improve traffic safety enforcement
- ✓ Leverage community organizations and expand community input and education on traffic safety
- ✓ Increase coordination and involvement with City and regional traffic operations

GOALS TO IMPROVE SUPPORT SERVICES

In addition to direct services provided to the public, the Long Beach Police Department provides indirect services that support patrol and criminal investigations. Major areas of support

EXECUTIVE SUMMARY

Strategic Plan of the Long Beach Police Department

include jail services, Police records management, community relations, and internal affairs.

Goal 11: Improve Services That Support Patrol and Investigation

Jail-related service is a primary support service of the Department. The function involves prisoner processing, bookings, detention, and food services. Separate jail services are provided for male, female, and juvenile prisoners.

Records management is another major support function in the Department. It involves processing crime and arrest reports, preparing monthly statistical reports, and maintaining files of individuals arrested.

The community relations function serves as one of many links between the Department and the public. Community relations staff work with public advisory and neighborhood groups to keep the community informed of police and related issues, as well as to obtain suggestions from the public for improvements to the Department.

The LBPD's Internal Affairs Division investigates complaints of misconduct made by the public and complaints initiated from within the Department. The Division reports directly to the Chief of Police.

The objectives adopted by the Police Department to accomplish the goal of improving services that support patrol and detective services are:

- ✓ Provide cost effective prisoner processing, booking, and detention services
- ✓ Provide accurate and timely preparation and processing of crime and arrest reports, and ensure files are well maintained and available when needed
- ✓ Ensure the community is well informed of Police issues affecting them
- ✓ Ensure responsive and appropriate action is taken to investigate complaints from the public and from within the Department

GOALS TO MAXIMIZE USE OF DEPARTMENT RESOURCES

The Police Department, as with all organizations, is faced with limited resources. It must maximize the use of these limited resources to meet the public safety needs of the community efficiently. The Department has adopted goals to ensure its resources are fully and efficiently used.

Goal 12: Maximize the Effectiveness of Human Resources

The employees of the Police Department are the most important resource for it to accomplish its mission. A work force that is highly motivated, has received clear direction and leadership from management, and has the right tools can be most effective in delivering the Police services valued by the community.

The vast majority (85%) of employees feel positive about the Department and believe it is a good place to work. Nearly as many feel positive about their level of work load, with 74% agreeing the work load assigned is appropriate.

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A substantial number, 33%, of employees do not feel the Department values their suggestions and opinions on improving service. While a large percentage of Department employees feel positive about their work space, a substantial percentage, 38%, do not.

For employees to effectively perform their responsibilities they must be equipped with adequate and appropriate tools. The majority, 62%, of the Department's employees feel they have the equipment they need to do their jobs. Although the majority of the employees believe the LBPd's goals and objectives have been clearly communicated to them, many employees, 23%, disagree.

The Police Department has established the goal of maximizing the effectiveness of human resources. To accomplish this, the Department has established the following objectives:

- ✓ Establish work load indicators, define appropriate levels of work, and staff to meet the work load
- ✓ Involve employees in developing solutions to problems or strategies for delivering services

- ✓ Provide compensation, work environment, and direction that maintains high employee morale
- ✓ Develop improved systems and approaches for accomplishing tasks and providing services
- ✓ Clearly communicate organizational direction and maintain consistent leadership
- ✓ Provide opportunities and encouragement for employees to enhance their abilities
- ✓ Clearly define service delivery responsibilities and maintain accountability for effective delivery

Goal 13: Leverage Existing and Emerging Technology

Advances in technology have revolutionized many businesses, making it possible to provide more effective customer services with the same or fewer resources. The Police Department has benefited from these technologies as well. Today, the Department provides much more effective service than in the past.

At one time, the Long Beach Police Department was a leader in implementing new technology. Today, many of the Department's systems are out of date and in some cases, near collapse.

The Police Department has established the goal of leveraging existing and emerging technologies as a method of maximizing the use of resources. The following objectives support this goal:

- ✓ Improve current operational efficiency or service delivery by incorporating existing technologies when cost-effective
- ✓ Maintain knowledge of changes in technology that could enhance future service delivery and/or efficiency

Goal 14: Maximize the Effective Use of Vehicles and Equipment

Police vehicles are necessary for carrying out the functions of a police department. Police vehicles include marked "black and white" patrol vehicles, motorcycles, unmarked detective vehicles, and undercover vehicles.

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The helicopter provides support to ground units by conducting suspect surveillance and tracking and by observing activities when ground units enter hazardous areas.

The Police Department has established the goal of maximizing the effective use of vehicles and equipment. It has adopted three objectives to accomplish this goal:

- ✓ Improve the management of the vehicle fleet to ensure adequate, well maintained vehicles are available when needed by Police personnel
- ✓ Use the helicopter air support when its use is most productive and expand its use to emergency fire rescue support
- ✓ Increase management and control of equipment to ensure adequate, well maintained equipment is available when needed by Police personnel

STRATEGIC PLAN IMPLEMENTATION

As with any plan, the value of these goals, objectives, and strategies can only be realized through their implementation. The Department is committed, and will

be accountable, for accomplishing measurable results in implementing this strategic plan.

The Strategic Planning Steering Committee will become the Strategic Plan Implementation and Review Committee. It will report directly to the Chief of Police and be responsible for ensuring progress is made, that results are measured, that strategies are reviewed, and modifications are made when necessary.

Each of the strategies are assigned to a responsible unit within the Department which will report on a regular basis to the Chief and Implementation Committee.

As part of the ongoing strategic planning process, the Department will regularly evaluate and revise the Strategic Plan based on measurement and evaluation of results, and input from the Department's customers, stakeholders, and employees.

Implementation Progress to Date

The Police Department has already implemented a number of strategies developed during the planning process

and is actively monitoring their progress. Some of the results of the implementing the Strategic Plan include:

- ✓ Increased customer service orientation and emphasis on positive customer contacts
- ✓ Redeployment of Police personnel to services given the highest priority by customers - more officers on the street
- ✓ Improved response time to customer calls for service
- ✓ Increased beat awareness and responsibility by Patrol personnel
- ✓ Reduced number of command level personnel
- ✓ Reduced number of workers' compensation claims and lost time from work
- ✓ Increased gang enforcement activity
- ✓ Progress toward decentralization of police services to improve customer access.

**BUILDING ON STRENGTH --
A TRADITION OF LEADERSHIP**

**A TRADITION
OF LEADERSHIP**

**BUILDING ON STRENGTH:
A TRADITION OF LEADERSHIP**

**Strategic Plan of the
Long Beach Police Department**

The Long Beach Police Department has a long and distinguished history of providing quality service to the community. In 1908, the Long Beach Police Department served a population of 23,000. The Police Department consisted of the chief of police, a captain, two desk sergeants, one officer patrolling on horseback, and six others patrolling on bicycle and on foot.

In 1994, the Long Beach Police Department serves a residential population of over 435,000 and a substantial business community. The Department has approximately 1,200 employees, of which 791 are sworn officers and 400 are civilians.

Unlike the early years, the community expects the Department to solve a wide variety of complex problems. More than ever before, the Department is faced with challenges to effectively meet the needs of its customers.

**LONG BEACH IS A LEADER IN
PROVIDING POLICE SERVICES**

Throughout its history, the Long Beach Police Department has been leader in

providing police services. From being the first police department in the country to have a female police officer to pioneering the installation of computer dispatch terminals in police vehicles, the Police Department has served as a model to other police agencies.

Today, the Long Beach Police Department remains at the forefront in delivering police services. The Police Department is recognized nation-wide for its outstanding traffic safety program and its Drug Recognition Expert (DRE) Program. Police Department representatives provide DRE training to police officers from other police jurisdictions throughout the United States. Additionally, the Police Department is a leader in using police dogs or "K-9" units. Long Beach Police Department officers provide advanced K-9 training to other police agencies throughout the state.

The Police Department's response time and crime clearance rates are exceptional. Compared to the police agencies in the ten largest cities in the State, the Long Beach Police Department ranks first in response time to emergency calls for service at 4.9 minutes. The

Police Department ranks second in solving reported crimes against persons, clearing 46% of the cases. And due to the quality of the cases filed, the Police Department maintains an excellent conviction rate.

The Police Department is also a leader in developing innovative solutions. In June of 1992, the City of Long Beach received an award from Public Technology, Inc., the technical branch of the National League of Cities, for the sexual assault response team (SART). Comprised of detectives, a physician, a crisis counselor, and a district attorney, SART interviews sexual assault victims at the time an incident is reported minimizing the number of times the victim must recount the incident.

The Department was also the first police agency in the California to introduce an Early Warning System (EWS) which identifies officers who are generating excessive citizen complaints. These officers receive counseling or training to prevent more serious problems.

**THE DEPARTMENT'S EMPLOYEES
- A MAJOR STRENGTH**

The Long Beach Police Department's ability to provide quality service is dependent on its employees. The Police Department has a highly motivated and dedicated work force. Responses to our survey of Department employees reflect this enthusiasm and commitment to the organization and community. Nearly 85 percent of the employees feel positive about the Department and believe it is a good place to work. About the same percentage believes the Department can reduce crime in the community.

About 80 percent of the Department's employees also feel the Department is genuinely committed to customer service, while three-quarters believe the Department provides good customer service.

STRATEGIC PLANNING APPROACH

STRATEGIC PLANNING APPROACH

Strategic Plan of the Long Beach Police Department

In the fall of 1992 the Long Beach Police Department initiated the development of a strategic plan. The purpose of this effort was to identify the current issues and potential future challenges facing the Department and to develop strategies for meeting these issues and challenges.

A business approach that included two major phases: issue identification and strategy development was used to develop the strategic plan.

During the issue identification phase, information was collected from numerous sources including the Department's customers, employees, stakeholders such as the City Council and Mayor, previous studies and reports, and through an overview of current operations. This information was used to identify the Department's strengths, constraints or weaknesses, future threats, and future opportunities.

During the strategy development phase, the future vision of the Department was refined. Strategic issues were identified, discussed, and prioritized, based on their impact on the Department's future vision. Numerous alternative strategies for addressing each issue were

developed. Those strategies with the greatest likelihood of contributing to the Department's mission were selected, and a timetable was developed for implementation.

Once adopted, the strategic plan will become a dynamic and flexible way of doing business rather than a static document. Strategies implemented will be routinely reviewed to determine if they are resulting in the desired outcomes. Strategies will be adjusted or completely modified if results fall short of their targets.

The Police Department has already implemented a number of strategies developed during the planning process and is actively monitoring their progress.

PHASE I - ISSUE IDENTIFICATION

Information gathered during the first phase was presented in four reports entitled:

- 1.) Customer Perspectives
- 2.) Peer Comparison
- 3.) Employee Perspectives
- 4.) City and Department Trends

1.) Customer Perspectives Report

The Long Beach Police Department serves a wide variety of customers. These customers include the residents of the City, individuals doing business within the City, individuals visiting the City for leisure or recreational purposes, and individuals passing through the City. The primary product the Police Department provides to these customers is safety, solving problems and protection from crime.

The views of these customers, including their perceived level of safety, the priority they place on police services, their image of the Police Department and their rating of the Police Department's service are important in identifying strategic issues.

Our intent was to obtain input from as many customers and customer groups as practical. Accomplishing this required the design of a broad based methodology.

Our methodology included development of two survey questionnaires -- one short requiring little time to complete, and one

comprehensive requiring about 20 minutes to complete.

The short survey questionnaire was distributed in four ways:

Mail Survey -- Questionnaires were sent to 200 randomly selected customers in each of the City's 9 council districts. A total of 489 were returned, providing a confidence level of 99% plus or minus 2%.

Library Survey -- Questionnaires were placed in each of the City's 12 libraries in three languages for two months. Customers were asked to complete the questionnaires and place them in a sealed box. A total of 489 were completed, coincidentally the exact number as were received through the mail survey.

Press-Telegram Survey -- This daily newspaper was requested to publish the questionnaire for their readers to complete. Readers were instructed to mail the completed questionnaire to the City Auditors Office. A total of 270 completed questionnaires were received.

Business Journal -- This bimonthly newspaper was requested to publish the questionnaire for their readers to complete. Readers were instructed to mail the completed questionnaire to the City Auditors Office. A total of 154 completed questionnaires were received.

Public Meetings

The comprehensive survey questionnaire was distributed at 14 public meetings held with various neighborhood, ethnic, or interest groups throughout the city. The purpose of these meetings was to obtain verbal input into the strategic plan from the Department's customers as well as to have the questionnaires completed. A total of 226 comprehensive survey questionnaires were completed.

Data were analyzed using a statistical analysis program. Frequency and descriptive statistics were developed and statistical tests of significance were conducted.

The Customer Perspectives Report is available under separate cover.

2.) Peer Comparison Report

A common element of private sector strategic planning is a competitive analysis. Such an analysis includes comparing the organization's operations with those of its competitors or peers. This often provides important insights into the strengths and weaknesses of an organization, the differences in products provided, and the changes necessary to remain competitive in the future.

The Long Beach Police Department's operations are similar to those of other police departments in the State. Comparing these operations provides insights similar to a private sector competitive analysis.

The peer comparison included a survey distributed to each of the other departments for completion. Because of the importance of obtaining accurate information site visits were conducted at each Department. These site visits were conducted by one of two Deputy Chiefs from Long Beach and a Deputy City Auditor.

The Long Beach Police Department's peer group was defined as the ten largest

STRATEGIC PLANNING APPROACH

Strategic Plan of the Long Beach Police Department

municipal police departments in the State. Listed in descending order based on size, they include:

- Los Angeles
- San Diego
- San Jose
- San Francisco
- Long Beach
- Sacramento
- Fresno
- Oakland
- Santa Ana
- Anaheim

The comparison period was Fiscal Year 1991-92, which is the period from July 1, 1991 to June 30, 1992. Comparisons were made in the following areas:

Customer Base Comparison -- this includes differences in each department's customer base or population which can affect the type and level of services required of a department. These comparisons include population, economic prosperity, housing stock, and crime level comparisons.

Department Resource Comparison -- this includes differences in the

level of resources available to each department. Comparisons include the number and use of employees, and the level of financial resources spent on providing police services.

Department Expenditure Comparison -- this includes comparisons of how each police department spent its resources. Comparisons include the amount spent on personal services including salaries, retirement programs, worker's compensation, health and dental benefits, and overtime. It also includes comparisons of expenditures for non-personal services such as outside contracts, fleet services, information and data processing services, facilities, and liability insurance expenditures.

Patrol Services Comparison -- this includes comparisons of the level of workload and effectiveness of each department's communications, patrol, and traffic operations. Comparisons include such things as dispatched calls per dispatcher and patrol officer, response times to different priority calls, and the

number of citations issued per traffic officer.

Investigative Services Comparison -- this includes comparisons of the level of workload and effectiveness of each department's crimes against persons, crimes against property, illegal drug activity investigations, illegal vice activity investigations, and illegal gang activity investigations. Comparisons include such things as the number of reported crimes per investigator, case clearance rates, and arrest rates.

Support Services Comparison -- this includes comparisons of differences in each department's major support services including police records management, personnel management, planning and budget management, community relations, internal affairs investigations, and police fleet vehicles. Comparisons include the percentage of each department's total employees devoted to these functions.

The Peer Comparison Report is available under separate cover.

3.) Employee Perspectives Report

The Department's employees are an important source of information for identifying strategic issues. To identify our employee's opinions and attitudes about their job and their perspectives of the Department we developed and administered an employee survey. The employee survey was designed to obtain employee's perspectives in the following areas:

Work Environment -- this included the conditions and tools required for employees to perform their function efficiently and effectively. Information gathered in this area included employee attitudes on having an adequate work space, the tools or equipment they need, being adequately trained, being assigned an appropriate workload, receiving cooperation and assistance from others supporting their function, and having no obstacles hindering their work.

Communication -- this is necessary to ensure our employees understand the purpose of the Department and their role in accomplishing the

Department's mission. Information gathered included the degree to which our employees understand the Department's goals and objectives, employee knowledge of what is going on in the Department, direction from supervisors, and their clear understanding of job expectations and performance standards.

Management Support and Fairness -- this is the degree to which our employees feel they are valued by Department management and their feelings about being treated fairly. It includes their perception of management's concern for their safety; feelings that their suggestions are valued, feelings that they receive appropriate recognition; and feeling that compensation, promotions, and discipline are handled fairly by management.

Motivation and Morale -- this reflects our employees' enthusiasm for and commitment to the Department. It provides an indication of the degree to which our employees share the values of the Department. It includes whether they feel positive about the Department

and believe it is a good place to work. It also addresses how they feel about their personal work performance, if they are optimistic about increasing the trust between employees and management, and if they see future opportunities for themselves in the Department.

Customer Service and Effectiveness -- this reflects how our employees perceive the product they provide. It includes whether they believe the Department is committed to and provides good customer service. It also reflects whether they feel the Department can increase its effectiveness in reducing crime and increasing crime clearance rates.

Challenges and Suggested Improvements -- this identifies the major challenges facing the Department from our employees' perspective and provides recommended improvements.

The Employee Perspectives Report is available under separate cover.

4.) City and Department Trends Report

To identify changes in the operations of the Department as well as in the environment in which it operates, we prepared trend analyses for a broad range of historical City and Departmental data. Highlighting these changes pointed out potential current and future strategic issues. The trends were grouped in the following major categories:

Customer Base Trends -- these trends track changes in the Department's customer base or market which significantly affect the type and level of services required. Areas examined included population, income, and housing trends as well as city crime trends.

Department Resource Trends -- these trends show how the City and the Department allocated resources to meet customer needs. Trends examined include fiscal expenditure and personnel allocation.

Patrol Services Trends -- these trends demonstrate changes in work load, productivity, and effectiveness of the patrol services provided by

the Department. Areas examined include answering 911 emergency and non-emergency calls, responding to those calls, providing patrol support services, and providing traffic services.

Investigative Services Trends -- these trends demonstrate changes in resources, work load, productivity, and effectiveness of the investigative services provided by the Department. Areas examined include investigations of crimes against persons and property, and suppression of illegal drug and vice activities.

Support Services Trends -- these trends demonstrate changes in resource allocations dedicated to services which support patrol and investigative operations. Support services include the jail, records management, personnel management, budget management, community relations, and internal affairs.

The City and Department Trends Report is available under separate cover.

**PHASE II - STRATEGY
DEVELOPMENT**

During the strategy development phase, the information collected was grouped into issue areas by the Police Department's Strategic Planning Steering Committee. This steering committee was essentially the executive management of the Department. It included the Chief, Deputy Chiefs, three commanders, the Department Psychologist, the top civilian administrator, and the Vice-President of the Police Officers' Association.

The Steering Committee identified strengths, weaknesses, opportunities, and threats for each of the issue areas. They also identified strategies to address the issues.

The focus of the Steering Committee was on developing strategies to meet the service priorities of the customers as identified through surveys. These services were ranked in the following order by the Department's customers.

STRATEGIC PLANNING APPROACH

Strategic Plan of the Long Beach Police Department

1. Responding to Emergency Calls for Service
2. Illegal Gang Activity Abatement
3. Crimes Against Persons Investigations
4. Illegal Drug Activity Abatement
5. Patrol Services
6. Injury Traffic Accident Investigations
7. Crimes Against Property Investigations
8. Responding to Non-Emergency Calls for Service
9. Prostitution / Lewd Behavior Abatement
10. Non-Injury Traffic Accident Investigations
11. Traffic Citation Issuance

Additional strategies were developed through Department focus groups. These focus groups included Police Department personnel from all levels including command, supervisory, police officers and civilian representatives. The focus groups were helpful in clarifying and refining issues, and identifying practical solutions.

Based on the issues identified the Steering Committee developed the following fourteen goals:

Goals to Meet Community Needs

1. Focus on Community Priorities
2. Improve Community Access to the Police Department
3. Develop New Partnerships

Goals to Improve Customer Services

4. Improve Patrol Response Time
5. Reduce Illegal Gang Activity
6. Provide Effective Criminal Investigations
7. Reduce Illegal Drug Activity
8. Provide Neighborhood Security / Solve Neighborhood Problems
9. Reduce Prostitution and Lewd Behavior
10. Improve Traffic Safety

Goals to Improve Support Services

11. Improve Services That Support Patrol and Investigations

Goals to Maximize the Use of Department Resources

12. Maximize the Effectiveness of Human Resources
13. Leverage Existing and Emerging Technology

14. Maximize the Effective Use of Vehicles and Equipment

The Department developed objectives for accomplishing each goal. Strategies for achieving each objective were also developed. These goals, objectives, and strategies are the essence of this report.

Goals and objectives are presented in the main body of this report. Specific strategies are included in the Appendix.

**THE NEED
FOR ACTION**

**THE NEED
FOR ACTION**

**THE NEED FOR ACTION:
THE INCREASING THREAT OF CRIME**

**Strategic Plan of the
Long Beach Police Department**

The purpose of police service is to provide a perception as well as a reality of safety within the community. The Police Department accomplishes this by maintaining a visible presence within the community, effectively responding to calls for help, successfully investigating crimes that have occurred, and actively suppressing criminal activity.

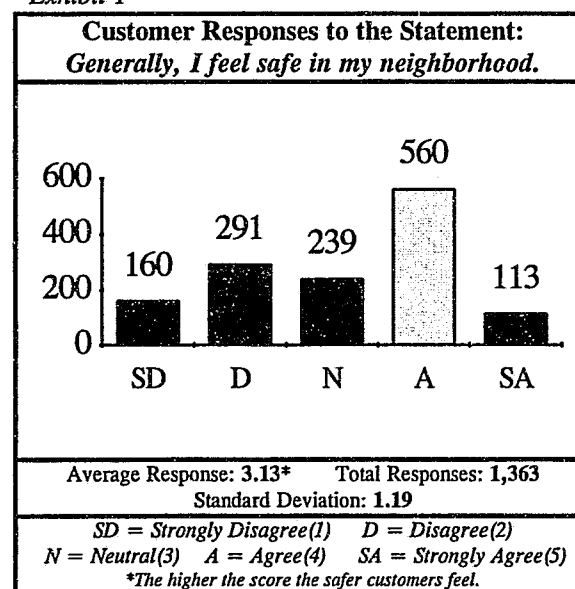
The level of safety perceived by the customers of the Police Department provides an indication of both the effectiveness of the police services being provided as well as an indication of the demand for additional police services. If customers feel a high level of safety within the community it is at least partially because they perceive their police department as effectively preventing criminal activity and effectively dealing with criminal activity when it does occur.

If the customers do not perceive a high level of safety in their community, it may indicate the Police Department is not effectively dealing with criminal activity, or that the demand for police services exceeds the resources available within the Department.

Many People Do Not Feel Safe In Their Neighborhoods

In Long Beach, a large number of the customers surveyed did not perceive a high level of safety within their neighborhood. Nearly 50% of customers surveyed agreed with the statement; "Generally, I feel safe in my neighborhood." About one-third of the customers surveyed disagreed with the statement, with 12% strongly disagreeing. The remaining 18% responded neutrally.

Exhibit 1



Comments made by customers who did not feel safe emphasized their desire and need to feel safe in their neighborhoods. Typical comments included: "I feel uncomfortable living in Long Beach, even when at home with the doors locked;" "Crime is so rampant that I am selling my house and moving;" and "Law abiding citizens are afraid to live in Long Beach."

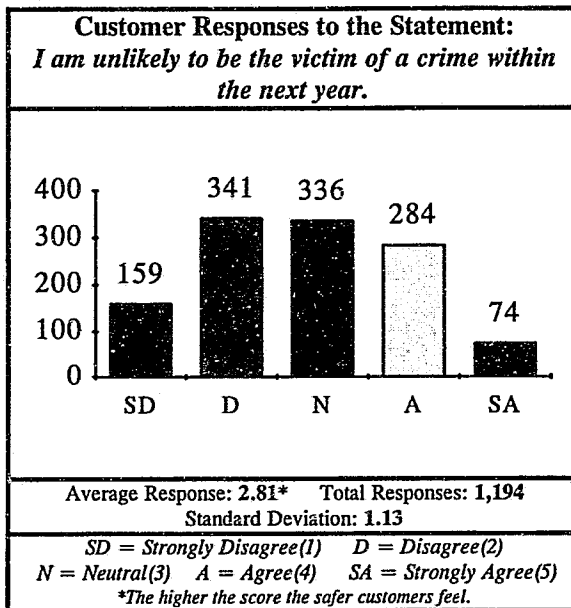
Many People Feel Likely To Be Crime Victims

A number of customers surveyed also felt they were likely to be the victim of crime in the next year. We asked individuals to respond to the statement: "I am unlikely to be the victim of a crime within the next year." Forty-two percent of customers responding disagreed with this statement. Only 30% of the customers completing this statement agreed, with 28% responding neutrally.

**THE NEED FOR ACTION:
THE INCREASING THREAT OF CRIME**

**Strategic Plan of the
Long Beach Police Department**

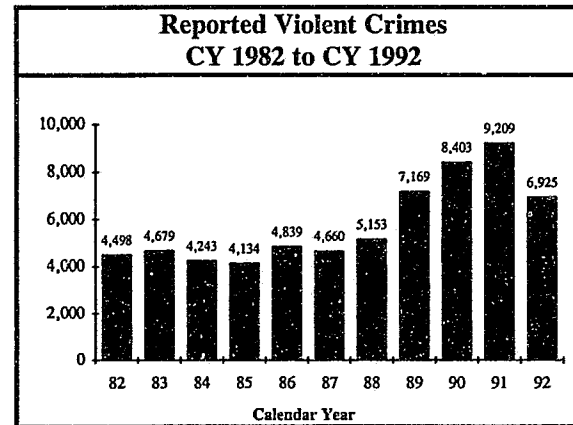
Exhibit 2



Violent Crime Rates Have Increased

Over the past ten years the incidence of violent crime, including murder, forcible rape, robbery, and aggravated assault, in Long Beach has increased. In 1982, 4,498 violent crimes were reported in Long Beach.

Exhibit 3



By 1991 this number had increased to 9,209. Although violent crimes decreased for 1992, to 6,925, it still remains 54% above the 1982 level.

Long Beach's rate of violent crime ranks fourth among the ten largest cities in the State, with 15.7 reported violent crimes per 1,000 population in 1992. Oakland, Los Angeles, and San Francisco had a higher incidence of violent crime.

Exhibit 4

Comparison of Violent Crimes Reported Per 1,000 Population in CY 1992		
Rank	City	Violent Crimes Per 1,000 Pop.
1.	Oakland	26.67
2.	Los Angeles	24.87
3.	San Francisco	18.48
4.	Long Beach	15.70
5.	Fresno	14.07
6.	San Diego	12.86
7.	Sacramento	12.13
8.	Santa Ana	10.61
9.	San Jose	6.73
10.	Anaheim	6.26
Average		14.84

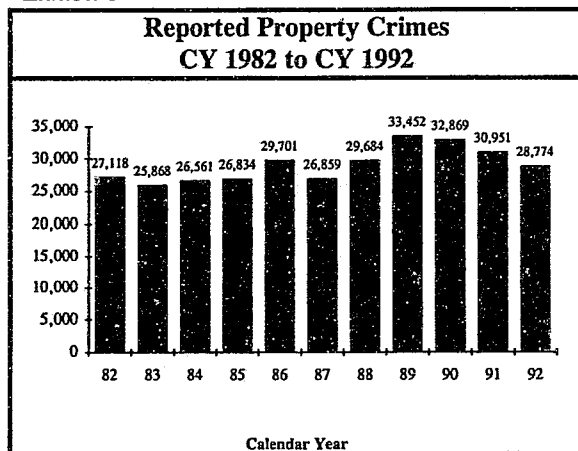
Property Crimes Have Increased

Property crimes, including burglary, motor vehicle theft, larceny, and arson, have risen at a much slower rate than violent crimes, from 27,118 in 1982 to a high of 33,452 in 1989, then declining to 28,774 in 1992 an increase of 6.1% over the 1982 level.

**THE NEED FOR ACTION:
THE INCREASING THREAT OF CRIME**

**Strategic Plan of the
Long Beach Police Department**

Exhibit 5



Long Beach's rate of property crime ranks seventh among the ten largest cities in the State, with 64.4 reported property crimes per 1,000 population in 1992. Anaheim, Santa Ana, and San Jose had a lower incidence of property crime.

Exhibit 6

Comparison of Property Crimes Reported Per 1,000 Population in CY 1992		
Rank	City	Crimes Per 1,000 Pop.
1.	Fresno	102.66
2.	Oakland	99.81
3.	Sacramento	87.49
4.	San Francisco	84.98
5.	Los Angeles	69.82
6.	San Diego	67.33
7.	Long Beach	64.41
8.	Anaheim	60.85
9.	Santa Ana	58.61
10.	San Jose	42.64
Average		73.86

Note: Excludes reported arsons.

Over the past fifteen years, Long Beach has experienced unprecedented change. Dramatic shifts in the City's population, economy, and housing characteristics have significantly increased the challenge of effectively providing police services to the community.

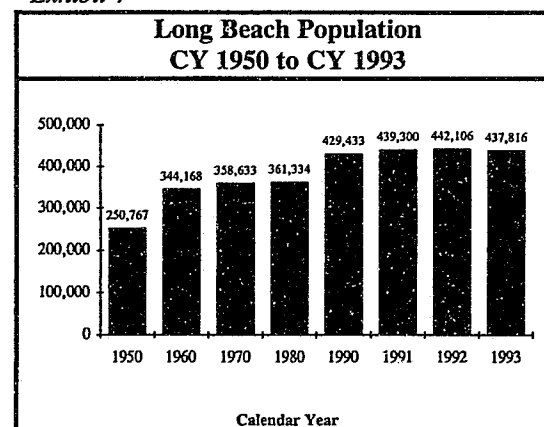
According to the Federal Bureau of Investigation, certain changes in a community's characteristics affect the volume and type of crime occurring. Some of these changes include:

- ✓ Population growth, density, and degree of urbanization
- ✓ Increased youth concentration within the population
- ✓ Variations in the ethnic composition of the population
- ✓ Economic conditions including median income, poverty level, and job availability
- ✓ Stability of the population including their mobility and degree of transience.

Long Beach's Population Has Grown and Changed Substantially

Between 1980 and 1990, the population of Long Beach rose nearly 20%, from 361,344 to 429,433 according to U.S. Census information. Not since the 1950's has Long Beach undergone such rapid population growth. The City's population increased an additional 3% to 442,106 by 1992, before declining 1% to 437,816 in 1993. Long Beach is the 5th most populated city in California, below Los Angeles, San Diego, San Jose, and San Francisco, and the 32nd largest city in the United States.

Exhibit 7



The City's population became younger during the past decade. In 1980, the

median age of City residents was 31 years in 1990, the median fell to 30 years. Significant increases in the number of residents below the age of 14, with decreases in those over the age of 45, contributed to this trend.

Long Beach residents became more educated during the 1980s. Slightly over 72% of the population were high school graduates in 1980 compared to 75.5% in 1990.

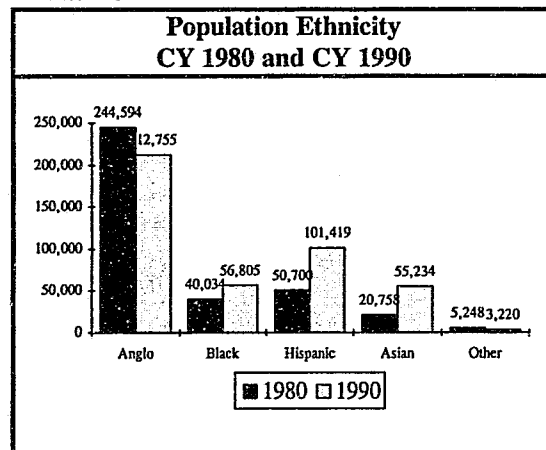
During this same period, the population became much more diverse. In 1980, Anglos represented over two-thirds of the population in Long Beach. This percentage fell slightly below one-half by 1990 as the total Anglo population decreased by 13%.

At the same time, the City's Hispanic population grew from 14% to 24% of the total population as the Hispanic population doubled. In addition, the Black population rose from 11% to 13% of the total population as the Black population grew by over 40%.

The largest increase in the City was in the Asian/Pacific Islander population, jumping from 6% to 13% of the City's

population, rising by over 160% during the decade.

Exhibit 8



Long Beach's Population Will Continue to Change Through The Year 2000

The City's population will continue to grow through the 1990s although at a slower rate than in the 1980s. According to projections by the Southern California Association of Governments (SCAG) and the City's Planning and Building Department, Long Beach's population will rise to 465,000 by the year 2000, approximately 8% above the 1990 population.

The population will also continue to become more diverse. As a percentage of total population, the Hispanic population is expected to grow to over 25% while the Anglo population is projected to decline to 48%. The percentages of Blacks and Asians of total City population are forecast to remain at 1990 levels.

Economic Changes Have Widened the Gap Between Wealthy and Poor

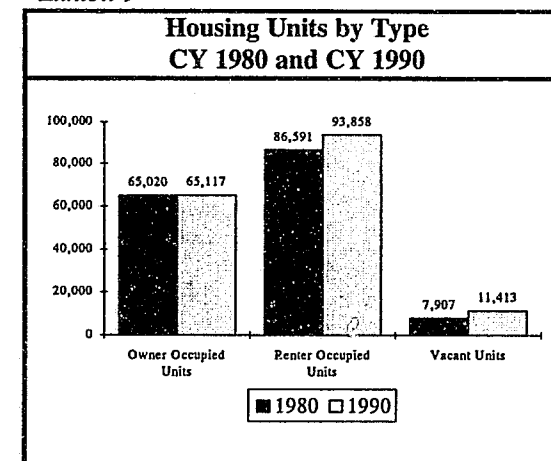
During the 1980s, the disparity between the affluent and the poor widened. Income, a measure of wealth, increased, even when adjusted for inflation. Household income grew from \$15,400 to \$31,900 from 1980 to 1990, representing real growth (adjusted for inflation) of 22.6 percent. Average income per resident also increased from \$8,300 to \$15,600 in 1990, representing real growth of 10.8 percent.

The segment of the population below poverty levels also increased. The percentage of the City's residents below poverty levels defined by the U.S. Census Bureau grew from 19.9% in 1980 to 22.8% in 1990.

Long Beach's Housing Stock Has Also Changed

Following the population trend, total housing units increased by almost 7 percent during the 1980s. This growth occurred almost entirely in the City's renter occupied and vacant housing units. While owner occupied units declined from 41 percent to 38 percent of the City's housing stock, renter occupied units rose from 54 percent to 55 percent and vacant units increased from 5 percent to 7 percent.

Exhibit 9



Additionally, housing units in the City became more crowded over the decade. The average number of people per

housing unit climbed 13%, from 2.31 to 2.61. Further indications of overcrowding are that while housing units with 1 person or less per room declined by 5.5%, units with 1.01 to 1.5 persons rose by two-thirds and housing units with more than 1.5 persons per room, defined as severely overcrowded by the U.S. Census Bureau, tripled.

Housing Density Will Continue to Increase Through the Year 2000

Housing units in the City will continue to increase during the 1990s. According to projections by the City's Planning and Building Department, the number of housing units will increase approximately 4.5% over the decade, attributable mainly to the conversion of single-family units to multi-family units.

**THE NEED FOR ACTION:
REGAINING THE PUBLIC'S CONFIDENCE**

**Strategic Plan of the
Long Beach Police Department**

While the Long Beach Police Department is facing perhaps its biggest challenges -- crime and a changing community, it has also experienced a decline in public trust and confidence. Nationwide, confidence in both the integrity of police, and their ability to maintain the public safety is at an all time low.

In Long Beach, this was compounded by internal struggles, low morale and the loss of quality people that made it difficult for the Department to adequately respond to the needs of the community. The Police Department narrowly survived being replaced with service provided by the Los Angeles County Sheriff's Department under contract with the City.

Nationwide Decline in Public Trust and Confidence in Police

Events receiving widespread attention such as the LAPD's Rodney King beating case; the excessive use of force case in Detroit; police corruption cases in New York, Detroit, and Miami; reports of Los Angeles County Sheriff's deputies skimming drug funds; and the

Don Jackson incident in Long Beach have shaken the public's faith in police organizations. The Police Department's ability to achieve its missions hinges on maintaining the public's trust and confidence.

Service Levels Declined With Growing Internal Struggles

Internal issues also made it more difficult for the Police Department to adequately respond to the needs of the community. Conflicts between the police chief, command staff, and non-management employees in the recent past resulted in deep divisions within the Department and a substantial decline in morale. Among the results of the decrease in morale were increased numbers of injuries on duty and disability stress claims.

The Department also experienced a significant loss of employees. The number of Department employees fell by 50 between fiscal year 1988 and fiscal year 1989, a decrease of nearly five percent. This was during a time the demand for police services was increasing.

With drops in both the number of employees and productivity, a decline in the level of the Police Department's most basic services occurred. Response time to calls for service, the most important service provided by the Department, increased. In 1988, the Department responded to 63 percent of priority 1 calls within five minutes; in 1989, the percentage fell to 52 percent.

Crime clearance rates, another important service, also decreased. The Department cleared 36 percent of reported violent crimes in 1988 compared to 28% in 1989.

The internal struggles also negatively affected the Department's ability to provide the level of personal customer service the community was accustomed to in the past.

The Police Department Was Nearly Replaced

To address the decline in personnel and services, the Los Angeles County Sheriff's Department (LASD) began patrolling approximately 20 percent of the City in November of 1990. The

**THE NEED FOR ACTION:
REGAINING THE PUBLIC'S CONFIDENCE**

**Strategic Plan of the
Long Beach Police Department**

purpose of this contract arrangement was to improve City-wide service by concentrating deployment of Long Beach Police Department personnel in the remainder of the City.

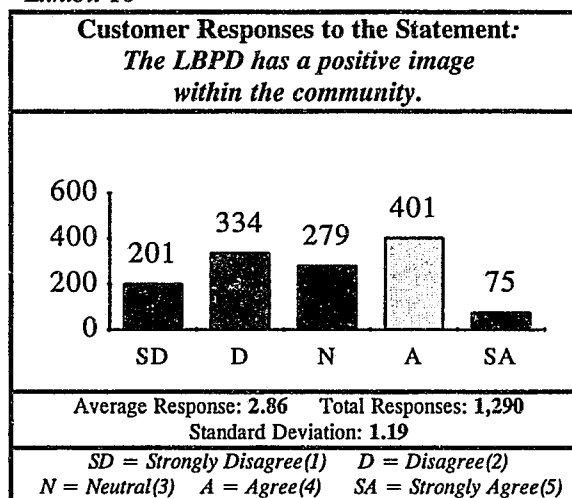
For the most part, the customers in the LASD service areas felt they received considerably better service and were not reluctant to voice their opinion. The public's confidence in the Police Department fell to a point that eliminating the Department and contracting with the LASD to police the entire City became a viable option. In early summer of 1992, after much public discussion and debate, the City Council narrowly voted (5 to 4) to maintain the Police Department.

Customers Image of the Long Beach Police Department

The public's image of the Police Department was damaged by the decline in service levels and the debate over contracting with the Sheriff. According to our customer survey, a large number of customers feel the Department does not have a positive image. In response to the statement, "-The Long Beach

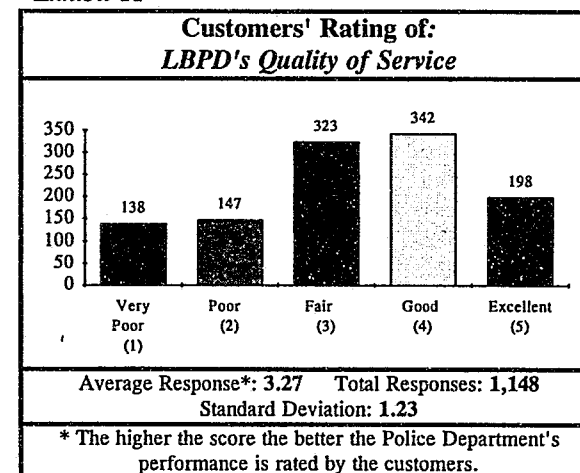
Police Department has a positive image within the community," 37 percent of the customers agreed, while slightly more than 40 percent disagreed and 22 percent were neutral.

Exhibit 10



In addition, the survey showed that fewer than half of the Department's customers rated the quality of service of the Police Department as either good or excellent. Roughly 30% rated the Department's service as fair and one-quarter rated the service either poor or very poor.

Exhibit 11



**The Department Recognizes the Need to
Regain the Public's Confidence**

The Police Department has recognized it must regain the public's confidence to serve its customers effectively. In a survey of Department personnel, we asked employees what they believe are the three major challenges facing the Long Beach Police Department. The second most common response was regaining the public's confidence.

One employee described the challenge as "Regaining the respect this Department once had with the community and other agencies." The

***THE NEED FOR ACTION:
REGAINING THE PUBLIC'S CONFIDENCE***

***Strategic Plan of the
Long Beach Police Department***

Police Department is strongly committed to regaining the public's confidence. The goals established in the strategic plan are primarily focused on meeting the needs of the community and improving customer services.

GOAL 1:
FOCUS ON COMMUNITY PRIORITIES

Goal 1:

Focus on Community Priorities

Objectives:

1.1 Increase City-wide Input

Increase ongoing City-wide community input and involvement in determining police priorities.

1.2 Deploy Resources Based on City-wide Priorities

Deploy City-wide police resources consistent with identified City-wide community priorities.

1.3 Develop a Customer Service Orientation

Develop a strong customer and community service orientation within the Department.

Successful businesses understand that the most important factor in continuing success is focusing on the needs and priorities of their customers. The Police Department's future success is no less tied to focusing on the needs and priorities of the community it serves.

Focusing on community priorities is also the basic principal of community policing. To successfully implement community policing the Police Department's foundation must be a comprehensive understanding of the community and its priorities.

Many Customers Surveyed Did Not See the Police Department as Community Oriented

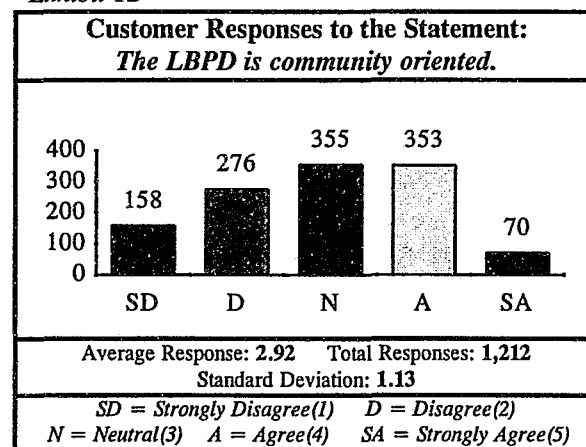
Customer attitudes toward the Police Department are affected by their perception of how committed to and involved in the community the Department and individual officers are. These can include the public's perception of their ability to approach and interact with the Police, their perception of how well the Police Department reflects the community they serve, and the

responsiveness of the Department to community concerns and needs.

To identify how the public perceives the Police Department's level of community orientation we asked individuals to respond to the statement: "The Long Beach Police Department is community oriented."

About the same number of customers disagreed the Department is community oriented as agreed. A total of 36% of customers disagreed the Department is community oriented, with 13% strongly disagreeing. Nearly as many, 35%, agreed with the statement, with 29% responding neutrally.

Exhibit 12



Examples of comments offered by customers include "I haven't reported violent acts against me because LBPD does not give a damn. They are too busy giving traffic tickets, so as to avoid the gangs and violent crimes," "The them versus us thinking must change when dealing with the public;" and the Police need to "Do more community work, working more closely with people face to face, not during violations. They need to walk the beat rather than drive a car."

THE POLICE DEPARTMENT IS COMMITTED TO FOCUSING ON COMMUNITY PRIORITIES

The management of the Police Department understands the importance of focusing on community priorities and has already taken action to increase this focus. In addition, the Department has established focusing on community priorities as its first goal. To accomplish this goal the Department has adopted three objectives:

- ✓ Increase City-wide input
- ✓ Deploy resources based on City-wide priorities
- ✓ Develop a customer service orientation.

Increase City-Wide Input

To effectively focus on community priorities the Department must increase City-wide input and involvement in determining overall policing priorities. The Department has developed several strategies for accomplishing this including conducting a biannual survey of customers, holding an annual public input meeting, and obtaining advice from established advisory groups.

In addition, the Department will annually report back to the community through meetings and the media. It will also publish an annual progress report on Department operations and results.

Deploy Resources Based on City-Wide Priorities

Once the community's priorities are identified, the Department will take action to ensure its resources are deployed in a manner consistent with those priorities and legal mandates. This includes annually reviewing the distribution of staff resources and making changes as necessary. These changes will also be communicated to the

public through the media and an annual progress report.

Develop a Customer Service Orientation

The Department is also committed to developing a customer service orientation. The strategies to accomplish this include developing a comprehensive employee training program on customer oriented service, recognizing and providing incentives for employees to provide excellent customer service, improving internal communication and coordination, and encouraging Police personnel to work more effectively with members of the community.

Objectives and Strategies

The objectives adopted by the Police Department to accomplish the goal of focusing on community priorities are presented on the next page. Specific strategies to accomplish each objective are provided in more detail on pages A-1 through A-4 in the appendix of this report.

Goal 1:

Focus on Community Priorities

Objectives:

1.1 Increase City-wide Input

Increase ongoing City-wide community input and involvement in determining police priorities.

1.2 Deploy Resources Based on City-wide Priorities

Deploy City-wide police resources consistent with identified City-wide community priorities.

1.3 Develop a Customer Service Orientation

Develop a strong customer and community service orientation within the Department.

GOAL 2:
IMPROVE COMMUNITY ACCESS

Objectives:

Goal 2:

**Improve Community Access
to the Police Department**

2.1 Decentralize Police Structure, Operations, and Decision Making
Decentralize the Police Department's organizational structure, operations, and decision making.

2.2 Decentralize Police Facilities
Develop decentralized police facilities to move personnel from a central headquarters into the community.

2.3 Increase Openness of Police Personnel
Increase the openness and accessibility of individual police personnel.

2.4 Develop a Representative Work Force
Develop a work force that is consistent with community characteristics and needs.

2.5 Expand Ability to Communicate With A Multi-Lingual Community
Increase the Department's ability to communicate with individuals of different cultures.

MEETING COMMUNITY NEEDS:

GOAL 2: IMPROVE COMMUNITY ACCESS TO THE POLICE DEPARTMENT

**Strategic Plan of the
Long Beach Police Department**

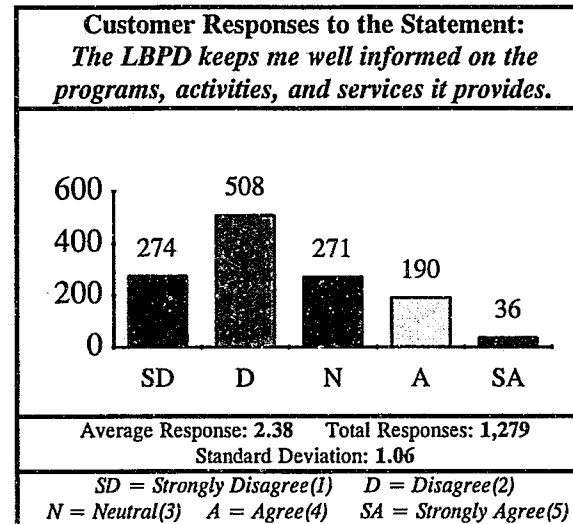
For the Police Department to be successful in meeting the needs of the community it must be accessible to members of the community and must keep the community well informed of its activities.

There is an invisible, but very definite, line between the Police and the community. A major challenge for the Police Department is to develop an environment where individual community members are comfortable approaching both the Department and officers, feel informed of police activities and are enthusiastic about working together.

Most Customers Surveyed Did Not Feel Well Informed on Police Programs, Activities, and Services

Of the areas measured in our customer survey, customers feel least positive about being well informed on the Police Department's programs, activities, and services. A total of 61% of the customers disagreed the Department keeps them well informed. Only 18% agreed they were kept informed, with 21% responding neutrally.

Exhibit 13



Examples of comments and suggestions provided by customers include "Services should be better communicated -- the community should be made aware of programs, activities, and services;" "Inform the public on specific goals in reducing crime and what support is needed," "Get more people involved in neighborhood watch;" and we need "More community programs hosted by police."

**THE POLICE DEPARTMENT IS COMMITTED
TO IMPROVING COMMUNITY ACCESS**

The management of the Police Department understands the importance of the Department being accessible to the community and has already taken action to improve this access. In addition, the Department has established improving community access as a primary goal in this strategic plan.

To accomplish this goal the Department has adopted five objectives:

- ✓ Decentralize police structure, operations, and decision-making
- ✓ Decentralize police facilities
- ✓ Increase openness of Police personnel
- ✓ Develop a representative work force
- ✓ Expand the Department's ability to communicate with its multi-lingual community.

***Decentralize Police Structure,
Operations and Decision-Making***

An important method of improving the community's access to the Police Department is to decentralize the organization and move it into the community.

The Department has developed strategies to accomplish this including developing a decentralized organizational structure and transitioning to that structure, encouraging decision making at the lowest possible level of the organization, providing leadership training for managers and supervisors on developing empowered employees, and developing a system of accountability to ensure the organization is operating efficiently.

Decentralize Police Facilities

To successfully decentralize the Police Department its facilities must be decentralized. To accomplish this the Department will divide the City into four service areas (North, South, East, West), identify optimal locations for Police facilities within each, pursue funds to develop these facilities, and move the organization into these facilities in the future.

The Department will attempt to develop these facilities jointly with other City or other government operations.

Increase Openness of Police Personnel

In addition to decentralizing the Department's organization structure and facilities, the Department's employees must increase their openness and accessibility to members of the community.

Strategies to accomplish this objective include increasing the level of training on interacting with the community, developing a speakers' bureau within the Department and identifying methods of improving the community's opportunities and abilities to communicate with Police personnel.

Additional strategies focusing on enhancing Police officer accessibility include assigning officers to walk and talk in neighborhoods and providing incentives for Police officers to live in the City.

Develop a Representative Work Force

To improve access to the Police Department its work force must more closely represent the community it serves.

To develop a more representative work force the Department has developed the following strategies: to aggressively recruit candidates from underrepresented groups, to develop a recruitment and training program to prepare minority and female candidates for the selection process, and to seek lateral transfers of minority and female Police personnel from other Departments.

The Police Department also intends to develop an organization-wide philosophy and reputation as a Department that provides equal opportunity and treatment for all qualified personnel.

Expand the Department's Ability to Communicate With Its Multi-Lingual Community

To be accessible Police personnel must be able to communicate with members of the community. To increase the Department's accessibility it has established the objective of expanding its ability to communicate with its multi-lingual community.

The Department has developed strategies to accomplish this including aggressively recruiting and hiring Police personnel

MEETING COMMUNITY NEEDS:

GOAL 2: IMPROVE COMMUNITY ACCESS TO THE POLICE DEPARTMENT

*Strategic Plan of the
Long Beach Police Department*

with bilingual abilities, providing appropriate compensation incentives for all current Police personnel to develop bilingual abilities, and by encouraging bilingual members of the community to provide voluntary services to the Department.

Objectives and Strategies

The objectives adopted by the Police Department to accomplish the goal of improving community access are presented on the next page. Specific strategies to accomplish each objective are provided in more detail on pages A-5 through A-10 in the appendix of this report.

Objectives:

Goal 2:

**Improve Community Access
to the Police Department**

2.1 Decentralize Police Structure, Operations, and Decision Making
Decentralize the Police Department's organizational structure, operations, and decision making.

2.2 Decentralize Police Facilities
Develop decentralized police facilities to move personnel from a central headquarters into the community.

2.3 Increase Openness of Police Personnel
Increase the openness and accessibility of individual police personnel.

2.4 Develop a Representative Work Force
Develop a work force that is consistent with community characteristics and needs.

2.5 Expand Ability to Communicate With A Multi-Lingual Community
Increase the Department's ability to communicate with individuals of different cultures.

GOAL 3:
DEVELOP NEW PARTNERSHIPS

Goal 3:

Develop New Partnerships

Objectives:

3.1 Develop New Community Partnerships

Develop new partnerships with the community to more effectively meet their needs and provide safer neighborhoods.

3.2 Improve Coordination With the City Council

Improve coordination between the Police Department and the City Council.

3.3 Improve Coordination with Community Service Agencies

Improve coordination between the Police Department and public and private service agencies that could support the police mission.

3.4 Improve Coordination With City Departments

Improve coordination between the Police Department and other City Departments

3.5 Develop New Partnership With the Media

Develop a new partnership with the printed and electronic media.

3.6 Maximize Coordination With Regional Police Operations

Maximize communication and coordination with other regional police operations.

3.7 Maximize Coordination With the Criminal Justice System

Maximize communication and coordination with other elements of the criminal justice system.

MEETING COMMUNITY NEEDS:

GOAL 3: DEVELOP NEW PARTNERSHIPS

**Strategic Plan of the
Long Beach Police Department**

The very concept of community is a partnership between two or more parties with mutual interests. There is perhaps no mutual interest of more value, or currently of more concern, than providing public safety. To attain this mutual interest requires interaction and participation by all elements of the community.

These partnerships must not just be mechanisms for solving current problems but must be continuous ways of identifying issues and delivering services. We must cooperatively pool our resources and work in the same direction to ensure the future quality of life in our neighborhoods.

The Police Department is committed to communicating and cooperating with its partners in the community. It has established the development of new partnerships as a primary goal in this strategic plan.

To accomplish the goal of developing new partnerships the Department has adopted seven objectives:

- ✓ Develop new community partnerships

- ✓ Improve coordination with the City Council
- ✓ Improve coordination with community service agencies
- ✓ Improve coordination with City departments
- ✓ Develop new partnerships with members of the media
- ✓ Maximize coordination with regional police operations
- ✓ Maximize coordination with the criminal justice system.

Develop New Community Partnerships

It is essential for the community to play a primary role in providing safe neighborhoods. For the community to have such a role, individuals must feel they have a voice in how police services are provided. They must believe their efforts can and will make a difference.

Individuals within the City must see the Department and individual officers as committed to and involved in the community. They must see police officers as approachable and feel they can interact with them. They must also believe the Department reflects the community it serves, and that it is

responsive to community concerns and needs.

To develop a partnership with the community, the Police Department must reach out and form stronger ties with the community and individual neighborhoods. It can accomplish this by encouraging patrol officers and sergeants to become involved in neighborhood groups and activities within their patrol beats, by actively briefing citizens in neighborhoods about police actions, and by improving and increasing police officer training on working with the community.

Improve Coordination With the City Council

It is also important that the Police Department and the City Council form a strong partnership and work toward the same objectives. To develop this the Police Department will assign a command level liaison for each Council District and develop a list of problems of policing concern for each District in coordination with the Council member. The Department will provide quarterly police activity progress reports to individual council members on activities

MEETING COMMUNITY NEEDS:

GOAL 3: DEVELOP NEW PARTNERSHIPS

***Strategic Plan of the
Long Beach Police Department***

in their districts. In addition, the Police Department will actively demonstrate police operations and activities to Council members.

Improve Coordination With Community Service Agencies

There are numerous public and private service agencies that have missions which are complementary to that of the Police Department. These agencies could provide services that could support the Police Department's mission.

To develop a partnership with these agencies the Police Department will identify services available, develop an information and referral manual, establish an Information and Referral Specialist position, and improve the Department's liaison with these agencies.

Improve Coordination With Other City Departments

Other departments of the City also have missions that are complimentary to that of the Police Department. To fully take advantage of these commonalties the Police Department needs to improve its partnerships with these other City

departments. It can accomplish this through developing an active role in the City's planning process, referring calls for service to other department's that can more effectively serve the caller's needs, and working toward consolidating all City police functions.

An advisory group of the City's managers will be developed to identify opportunities to improve coordination, to increase the Police Department's responsiveness to other departments' needs, to encourage City employees to "ride-along" with the Police, and to sponsor and become active in management events.

Develop New Partnerships With the Media

The printed and electronic media are the best mechanism for communicating with the community. By strengthening the Police Department's partnership with the media it can more effectively get information to, and from, the community it serves.

To strengthen its partnership with the media the Police Department will propose establishing a civilian Media

Relations Specialist position to provide a positive perspective of the community and Department to the media. The Department will also encourage police personnel to openly inform the media of Department activities where it will not jeopardize operations.

The Department will also develop community or business sponsored educational ads, and develop cable TV programs that educate the public on the Department's activities and operations.

Maximize Coordination With Regional Police Operations

The Long Beach Police Department is one of many police agencies in the South Bay and southern California areas. Each of these agencies has similar missions and operations. There is potential for increasing both the effectiveness and efficiency of these operations through enhanced coordination.

To increase the current level of coordination among regional police agencies the Department will take a lead role in regional consolidation of common support functions, identify services it could provide under contract to other

MEETING COMMUNITY NEEDS:

GOAL 3: DEVELOP NEW PARTNERSHIPS

**Strategic Plan of the
Long Beach Police Department**

agencies, as well as services that are available from other department's and agencies.

Maximize Coordination With the Criminal Justice System

The Police Department is one element of the criminal justice system. Other elements include the City Prosecutor and District Attorney, the Courts, the correctional system, Probation and Parole and Corrections. To a large extent, the effectiveness of the Police Department depends on the effectiveness of all these operations.

To maximize the communication and coordination among the different elements of the system, the Police Department will develop a working group with the City Prosecutor and District Attorney to develop common policies and procedures on case filing, prosecution, and diversion.

In addition, the Department will establish an internal policy committee to develop an agenda for change in the criminal justice system. The Department will work though law enforcement associations and organizations as well as

the City's State and Federal lobbyists to accomplish this agenda.

Objectives and Strategies

The objectives adopted by the Police Department to accomplish the goal of developing new partnerships are presented on the next page. Specific strategies to accomplish each objective are provided in more detail on pages A-11 through A-18 in the appendix of this report.

Objectives:

Goal 3:

Develop New Partnerships

3.1 Develop New Community Partnerships

Develop new partnerships with the community to more effectively meet their needs and provide safer neighborhoods.

3.2 Improve Coordination With the City Council

Improve coordination between the Police Department and the City Council.

3.3 Improve Coordination with Community Service Agencies

Improve coordination between the Police Department and public and private service agencies that could support the police mission.

3.4 Improve Coordination With City Departments

Improve coordination between the Police Department and other City Departments

3.5 Develop New Partnership With the Media

Develop a new partnership with the printed and electronic media.

3.6 Maximize Coordination With Regional Police Operations

Maximize communication and coordination with other regional police operations.

3.7 Maximize Coordination With the Criminal Justice System

Maximize communication and coordination with other elements of the criminal justice system.

GOAL 4:
IMPROVE PATROL RESPONSE TIME

**IMPROVE PATROL
RESPONSE TIME**

Goal 4:

Improve Patrol Response Time

Objectives:

4.1 Maximize One-Officer Patrol Units

Increase the deployment of one-officer patrol units while maintaining officer safety.

4.2 Increase Patrol Field Time

Increase the percentage of time patrol personnel spend in the field.

4.3 Improve Patrol Field Supervision

Improve the level of field supervision of patrol personnel to increase productive time and effectiveness.

4.4 Improve Call Taking and Dispatch Capabilities

Improve the effectiveness and efficiency of the Department's communication function.

RESPONDING TO CUSTOMER CALLS FOR SERVICE

The Police Department primarily receives calls for service from its customers through the 911 emergency telephone line. It responds to these calls by either handling the call over the telephone or dispatching a police unit to the scene.

Calls for service that require a police unit are categorized and dispatched in three priorities:

Priority 1 calls are the highest priority for patrol personnel. These calls include situations where the life or property of an individual is in imminent danger. These would include crimes in progress such as robberies, rapes, and burglaries. It also includes violent domestic disturbances, reports of individuals with guns, and other officers in need of assistance.

Priority 2 calls for service include disturbances of the peace or general well being such as family disputes, gang groups, loud parties, or other situations where fairly immediate

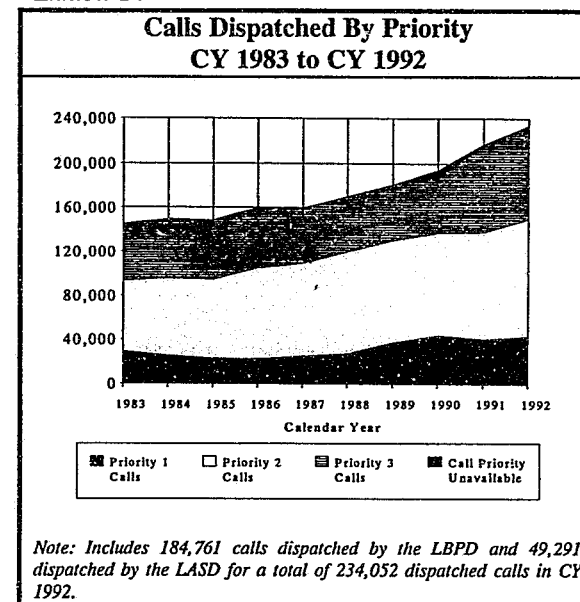
assistance is needed, however, no life or property is at immediate risk.

Priority 3 calls for service are the lowest in priority. These calls are those where there is no substantial threat to an individual's life or property but police action is required. These situations would include such things as taking a report on a crime where a substantial amount of time has elapsed since the occurrence of the crime. Another example might be parking problems.

Demand for Response to Customer Calls Is Increasing

The total number of calls requiring the dispatch of a police unit has increased substantially over the past ten years. In 1983, a total of 145,080 calls were dispatched. This increased over 61% to 234,052 dispatched calls in 1992.

Exhibit 14



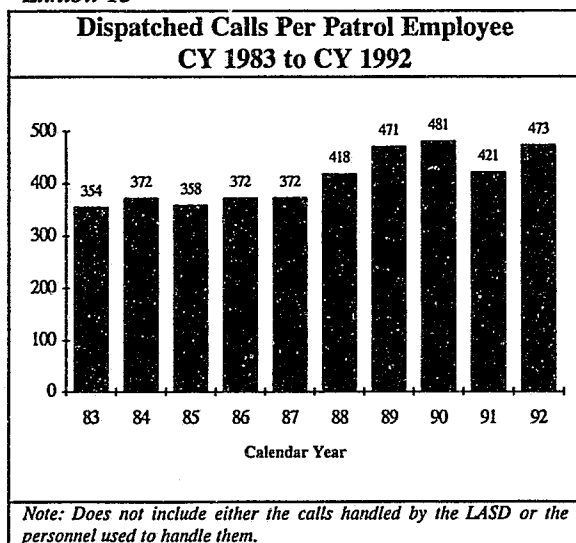
Dispatched Calls Per Patrol Employee Has Also Increased

One of the results of the increase in number of dispatched calls for service is that each patrol employee is handling more calls than in the past. In 1983, dispatched calls per patrol employee totaled 354. This increased nearly 34% to 473 dispatched calls per patrol employee in 1992.

IMPROVING CUSTOMER SERVICE:
GOAL 4: IMPROVE PATROL RESPONSE TIME

Strategic Plan of the
Long Beach Police Department

Exhibit 15



Long Beach Demand Below Other Cities

While the number of dispatched calls has been increasing, Long Beach ranks below the average of the largest cities in California in both total demand for calls for service and calls handled per employee.

Long Beach ranked sixth of nine cities in the number of dispatched calls per 1,000 population in 1992. Long Beach dispatched 529 calls per 1,000 population in 1992, just below the

average of 538 for the nine cities we were able to compare.

Exhibit 16

Comparison of Dispatched Calls Per 1,000 Population in FY 1992		
Rank	City	Number
1.	Fresno	796
2.	Oakland	774
3.	San Diego	608
4.	Sacramento	552
5.	Santa Ana	536
6.	Long Beach	529
7.	San Francisco	514
8.	San Jose	270
9.	Los Angeles	262
10.	Anaheim	NA
Average		538

Long Beach Workload Below Other Cities

Long Beach also ranked below the average in the number of dispatched calls per patrol sergeant and police officer in 1992. Long beach ranked sixth of the nine cities, dispatching 502 calls per patrol sergeant and police officer, below the average of 598 for the nine cities we were able to compare.

For FY 1994, the number of dispatched calls per patrol employee will increase to

601. This assumes Patrol is staffed at the FY 1994 budgeted level and the number of dispatched calls increases at the same rate as in the past.

Exhibit 17

Comparison of Dispatched Calls Per Patrol Sergeant & Police Officer in FY 1992		
Rank	City	Number
1.	Fresno	1025
2.	Oakland	728
3.	Santa Ana	683
4.	San Diego	651
5.	Sacramento	575
6.	Long Beach	502
7.	San Francisco	322
8.	San Jose	301
9.	Los Angeles	NA
10.	Anaheim	NA
Average		598

EMERGENCY CALLS FOR SERVICE

Customer calls for service that are categorized as priority 1 are considered to be emergency calls and require immediate response to prevent loss of life or property. To effectively develop future strategies it was important to determine the customers' priority for this service, their expected level of response,

**IMPROVING CUSTOMER SERVICE:
GOAL 4: IMPROVE PATROL RESPONSE TIME**

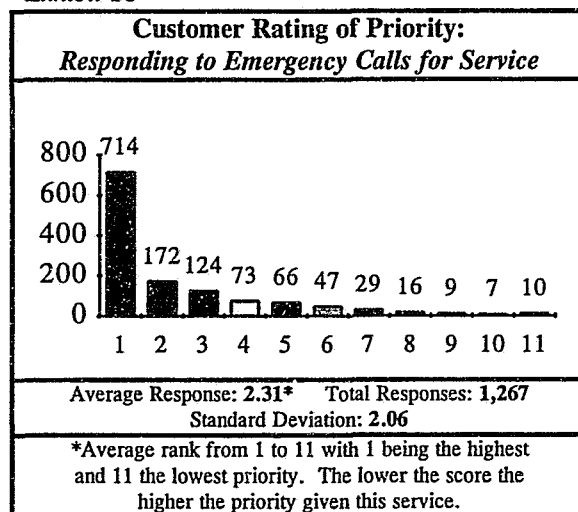
**Strategic Plan of the
Long Beach Police Department**

and how Long Beach's response compared with other California cities.

Customers Rank Emergency Calls as Their Top Priority

In our survey of customers, responding to emergency, or Priority 1, calls for service was overwhelmingly ranked as the top priority for the Police Department. A total of 56% of the customers responding ranked this service as the most important, with another 23% ranking it either second or third in importance.

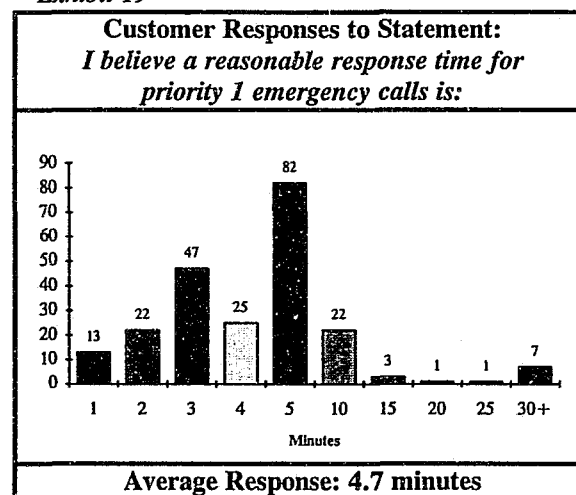
Exhibit 18



Long Beach Meeting Customer Expectations for Emergency Calls

For a priority 1 call, the majority of customers, 88%, believed a response time of 5 minutes or less was acceptable. The most common response, with 38%, was that 5 minutes was a reasonable response time. The average reasonable response time to meet customer expectations for priority 1 calls was 4.7 minutes.

Exhibit 19



As of October, 1993, the Police Department was responding to Priority 1

emergency calls for service in an average of 4.7 minutes.

Long Beach Outperforming Other Cities in California in Emergency Response

In addition to meeting customer expectations for response to emergency calls for service, Long Beach is outperforming other cities in California. Long Beach ranked first in response time to priority 1 calls, responding in 4.9 minutes in 1992. This placed Long Beach well above the average of 7.2 minutes for the eight cities we were able to compare.

Exhibit 20

Comparison of Response Times to Priority 1 Calls In Minutes in CY 1992		
Rank	City	Number
1.	Long Beach	4.9
2.	Anaheim	5.1
3.	San Jose	6.5
4.	San Diego	7.0
5.	Sacramento	7.0
6.	Los Angeles	7.3
7.	Fresno	8.4
8.	Santa Ana	11.4
9.	San Francisco	NA
10.	Oakland	NA
Average		7.2

**IMPROVING CUSTOMER SERVICE:
GOAL 4: IMPROVE PATROL RESPONSE TIME**

**Strategic Plan of the
Long Beach Police Department**

NON-EMERGENCY CALLS FOR SERVICE

Customer calls for service that are categorized as priority 2 or 3 are considered to be non-emergency calls. These calls still require a quick response. However, it is reasonable for these responses to be slower than the response to emergency calls.

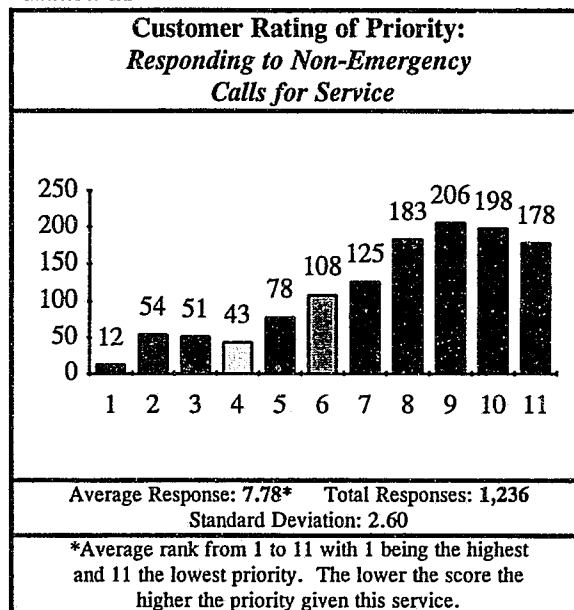
To effectively develop future strategies for responding to non-emergency calls it was important to determine the customers' priority for this service and their expected level of response, and how Long Beach's response compared with other California cities.

Customers Rank Non-Emergency Calls as a Relatively Low Priority at Eighth

In our survey of customers, responding to non-emergency calls for service was ranked as the eighth priority out of eleven. A total of 9% of the customers completing the questionnaire ranked this service among their top three priority services. Twenty-nine percent of all customers ranked responding to non-emergency calls for service from 4th to

7th in priority, and 27% ranked it as 8th or lower in priority.

Exhibit 21

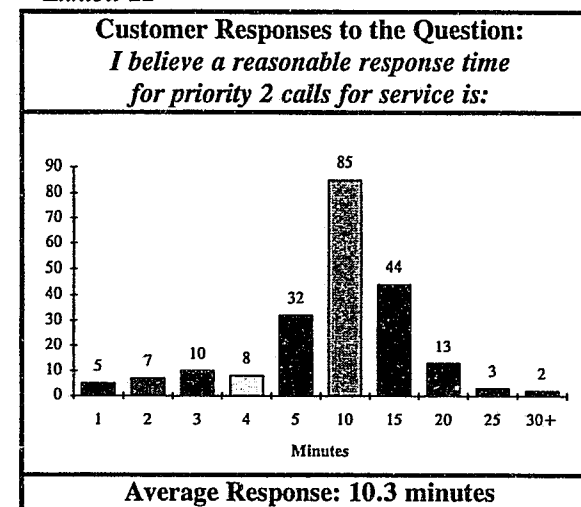


Long Beach is Not Meeting Customer Expectations For Non-Emergency Calls

For a priority 2 call, the majority, 70%, believed a response time of 10 minutes or fewer was acceptable. The most common response, with 41%, was that 10 minutes was a reasonable response time. The average reasonable response

time to meet customer expectations for priority 2 calls was 10.3 minutes.

Exhibit 22



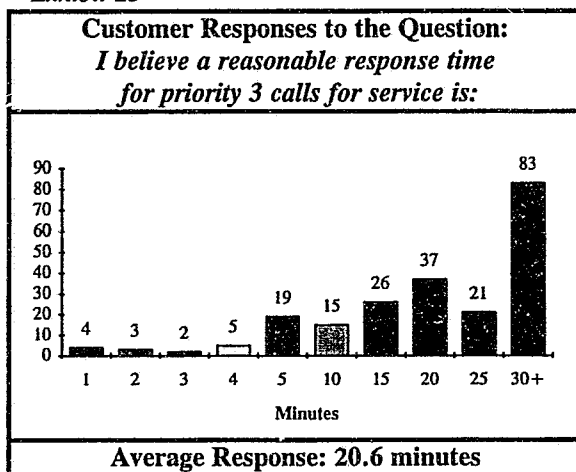
As of October, 1993, the Police Department was responding to Priority 2 calls for service in an average of 20.8 minutes. This level of response is below that expected by customers.

For a priority 3 call, the majority, 52%, believed a response time of 20 minutes or fewer was acceptable. The average reasonable response time for priority 3 calls was 20.6 minutes.

**IMPROVING CUSTOMER SERVICE:
GOAL 4: IMPROVE PATROL RESPONSE TIME**

**Strategic Plan of the
Long Beach Police Department**

Exhibit 23



As of October, 1993, the Police Department was responding to Priority 3 calls for service in an average of 35.9 minutes. This level of response is below that expected by customers.

Long Beach Near the Median of Other California Cities in Response to Non-Emergency Calls

Long Beach's response to non-emergency calls for service is at about the median compared to other California cities.

Long Beach ranked sixth among the eight cities we were able to compare in response to priority 2 calls for service, responding in an average of 22 minutes in 1992. It took Long Beach longer than the average of 18.1 minutes for the eight cities.

Exhibit 24

Comparison of Response Times to Priority 2 Calls In Minutes in CY 1992		
Rank	City	Number
1.	Anaheim	6.8
2.	Sacramento	8.0
3.	San Jose	11.5
4.	Santa Ana	12.8
5.	Fresno	18.8
6.	Long Beach	22.0
7.	Los Angeles	30.8
8.	San Diego	34.0
9.	San Francisco	NA
10.	Oakland	NA
Average		18.1

Long Beach ranked fifth among the eight cities we were able to compare in response to priority 3 calls for service, responding in an average of 37.3 minutes in 1992. Long Beach's response to priority 3 calls was quicker than the average of 40.5 minutes for eight of the ten comparison cities where data was available.

Exhibit 25

Comparison of Response Times to Priority 3 Calls In Minutes in CY 1992		
Rank	City	Number
1.	Sacramento	10.0
2.	Anaheim	15.1
3.	Santa Ana	29.3
4.	San Jose	34.4
5.	Long Beach	37.3
6.	Los Angeles	49.9
7.	San Diego	73.0
8.	Fresno	74.7
9.	San Francisco	NA
10.	Oakland	NA
Average		40.5

***THE POLICE DEPARTMENT'S PLANS TO
MAINTAIN ITS EMERGENCY RESPONSE
AND FURTHER IMPROVE NON-
EMERGENCY RESPONSE TIME***

Although the Police Department is currently meeting its customers' expectations for response to priority 1 or emergency calls for service, it is not meeting their expectations for non-emergency calls. In addition, as the demand for dispatched calls for service increases emergency response time could decline.

To ensure the Police Department is able to meet customer expectations in the

future it has developed and adopted the goal of improving patrol response time.

To accomplish this goal the Department has developed four objectives:

- ✓ Maximize one-officer patrol units
- ✓ Increase patrol field time
- ✓ Improve field supervision
- ✓ Improve emergency call taking and dispatch capabilities.

Maximize One-Officer Patrol Units

By deploying patrol officers in one-officer rather than two-officer units it is possible to provide additional coverage and quicker response to customer calls for service. However, this must be accomplished while maintaining officer safety.

The Department has developed strategies to maximize the deployment of one-officer units while maintaining officer safety. These strategies include modifying training of Police personnel in team policing using one-officer units, developing a mechanism for evaluating officer readiness to work in one-officer units, acquiring and equipping additional Police vehicles, and modifying patrol

deployment to include additional one-officer units.

A strategy to maintain officer safety includes identifying areas of the City and times that require deployment of two-officer units.

Increase Patrol Field Time

Another method of improving patrol response time is to increase the amount of time patrol officers spend in the field.

Strategies to increase patrol field time include the potential development of a field suspect transport system to reduce the amount of time patrol officers spend transporting suspects, developing field crime and arrest report capabilities to allow officers to file reports from the field, and streamlining the suspect booking and internal affairs investigations processes.

Additional strategies leading to faster patrol response time include developing a special operations unit to provide response to special or unusual occurrences (strikes, demonstrations, etc.) thereby reducing the amount of time regular patrol units spend responding to

these events, and developing a system to allow patrol officers quicker access to patrol vehicles and equipment.

Improve Patrol Field Supervision

In addition to increasing the amount of time patrol officers spend in the field it is important that they be adequately supervised. This requires ensuring that an appropriate number of patrol sergeants are in the field at all times.

To improve the current level of field supervision, the Department has developed several strategies involving the responsibilities of sergeants including reducing the ratio of field police officers to field sergeants, redeploying sergeants from administrative positions to field positions, and reducing the number of administrative tasks field sergeants must perform.

Other strategies to improve field supervision include expanding the role of the corporal to include field supervision, providing additional supervisory training to field sergeants, and providing increased continuity in supervision of patrol personnel by sergeants.

The Department has developed the strategy of acquiring and implementing an Automated Vehicle Locator (AVL) system which will provide central monitoring and supervision of deployed units. This system will also allow the Department to improve response time by dispatching the closest unit to a call.

Improve Call Taking and Dispatch Capabilities

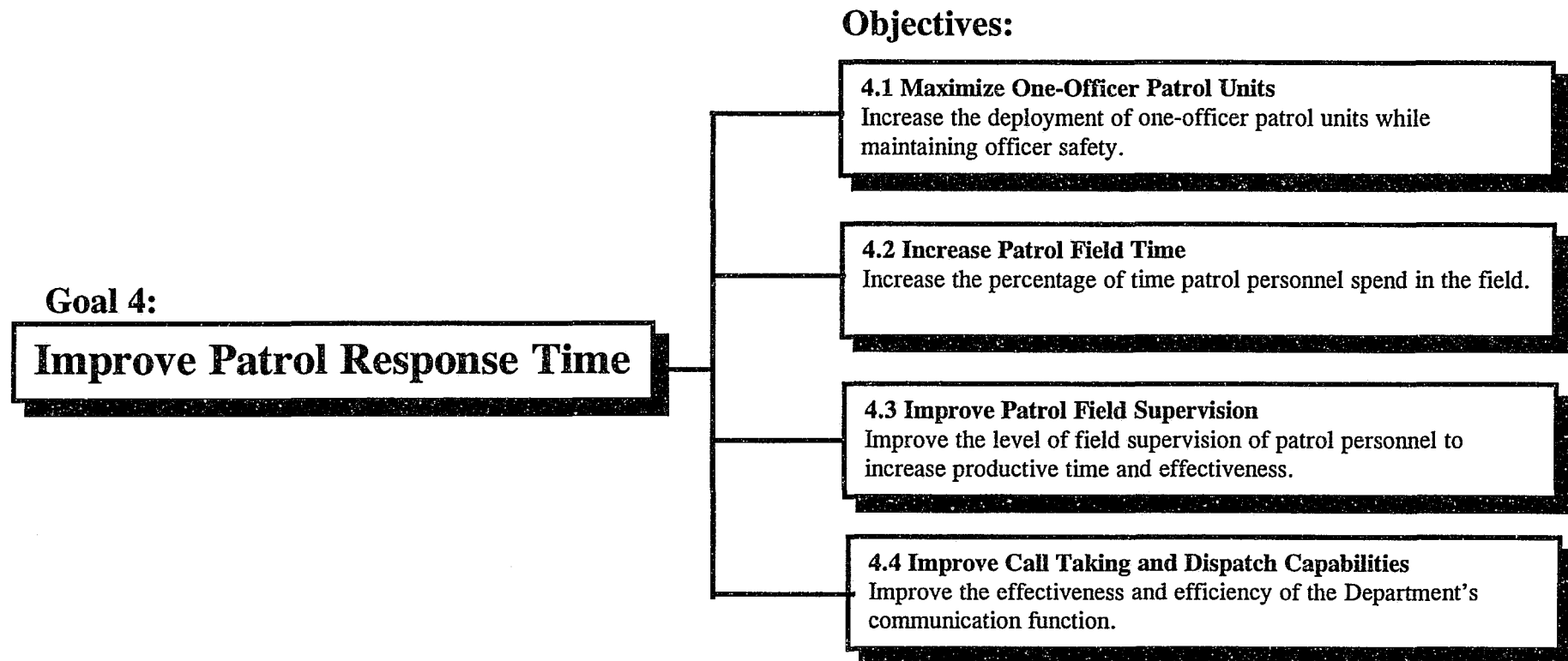
The Department's ability to quickly respond to customer calls for service is dependent on efficient handling of incoming customer calls and the dispatching of patrol units. To improve patrol response time the Department has adopted the objective of improving call taking and dispatch capabilities.

Strategies to improve these services include revising the recruitment and selection processes for call takers and dispatchers, staffing the communications center based on work load, improving the training of communications personnel and increasing the number of dispatch radio frequencies staffed from two to four.

Additional strategies developed to improve call taking and dispatch capabilities include exploring new technologies to maximize productivity, implementing the planned new computer aided dispatch (CAD) system, and maintaining and enhancing communications equipment.

Objectives and Strategies

The objectives adopted by the Police Department to accomplish the goal of improving patrol response time are presented on the following page. Specific strategies to accomplish each objective are provided in more detail on pages A-19 through A-26 in the appendix of this report.



GOAL 5:
REDUCE ILLEGAL GANG ACTIVITY

**REDUCE ILLEGAL
GANG ACTIVITY**

Objectives:

Goal 5:

Reduce Illegal Gang Activity

5.1 Strengthen Gang Prevention Programs

Prevent youth at risk of becoming involved in gangs and illegal gang activities from doing so.

5.2 Consolidate and Strengthen Gang Enforcement

Unite and improve the Department's response to illegal gang activity

5.3 Increase Community Involvement

Leverage community resources and involvement in reducing illegal gang activity.

5.4 Increase Coordination With Others

Increase the level of coordination with others involved in gang enforcement activities.

5.5 Modify Existing Laws

Modify and strengthen existing laws and ordinances related to illegal gang activity.

IMPROVING CUSTOMER SERVICE:
GOAL 5: REDUCE ILLEGAL GANG ACTIVITY

**Strategic Plan of the
Long Beach Police Department**

ILLEGAL GANG ACTIVITY

In recent years, gang related crime has been increasing both nationwide and locally. The Police Department shares a database of known gang members in Los Angeles County, and has patrol and investigative officers who specialize in combating gang involved crime.

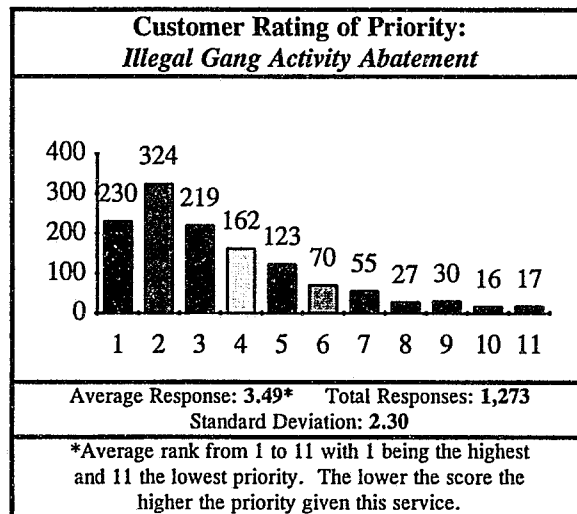
Customers Rank Reducing Illegal Gang Activity Their Second Highest Priority

Reducing the level of illegal gang activity in the City was ranked as the second overall highest priority service expected or desired of the Police Department. A total of 18% of all customers ranked it as their top priority with 61% ranking this service in the top three. Thirty-two percent of all customers ranked reducing illegal gang activity between 4th and 7th in priority, and only 7% ranked it as 8th or lower in priority.

Comments made by customers include "Gangs are taking over. Law abiding citizens are afraid to live in Long Beach;" "Gangs must be controlled -- we should not hand over the City to them;"

and the Department must "Stop the spread of gang related crimes against persons and property."

Exhibit 26



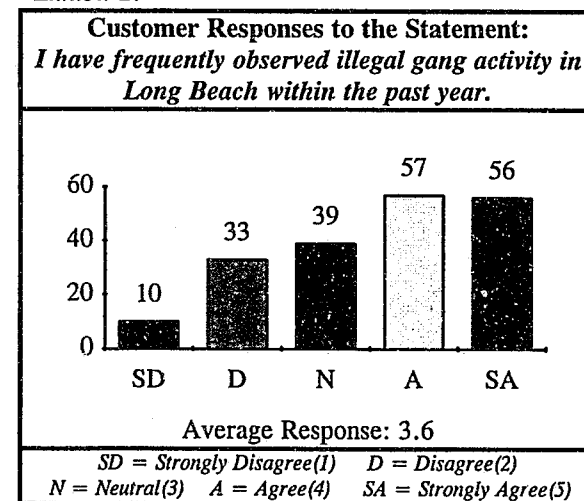
Many Customers Frequently See And Are Negatively Affected By Gangs

The Department was interested in its customers' perspectives on how frequently they observe illegal gang activity in the City and if it negatively affects them.

Over half, 58%, of the customers completing the survey agreed they have frequently observed illegal gang activity

in Long Beach. Only 22% disagreed, with the remaining 20% responding neutrally.

Exhibit 27

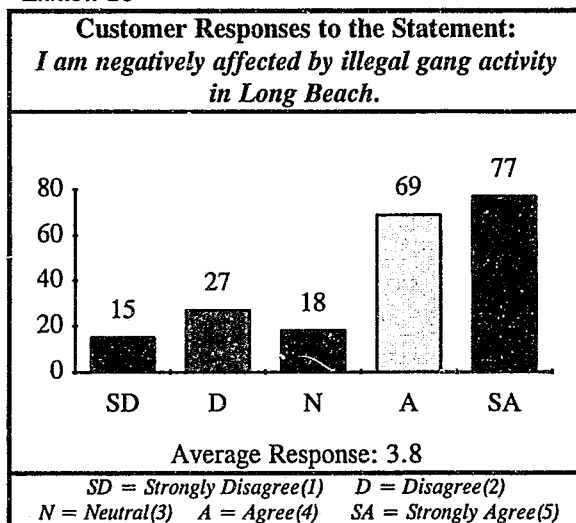


A majority, 71%, agreed they are negatively affected by illegal gang activity in Long Beach. A total of 20% disagreed, with the remaining 9% responding neutrally.

IMPROVING CUSTOMER SERVICE:
GOAL 5: REDUCE ILLEGAL GANG ACTIVITY

Strategic Plan of the
Long Beach Police Department

Exhibit 28

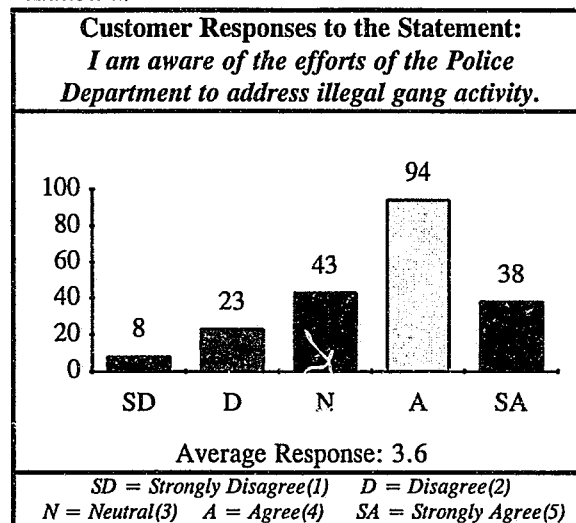


Many Customers Are Not Satisfied With Efforts to Address Gang Problems

The Department was also interested in determining if customers are aware of the Police Department's enforcement efforts, and if they are satisfied with those efforts.

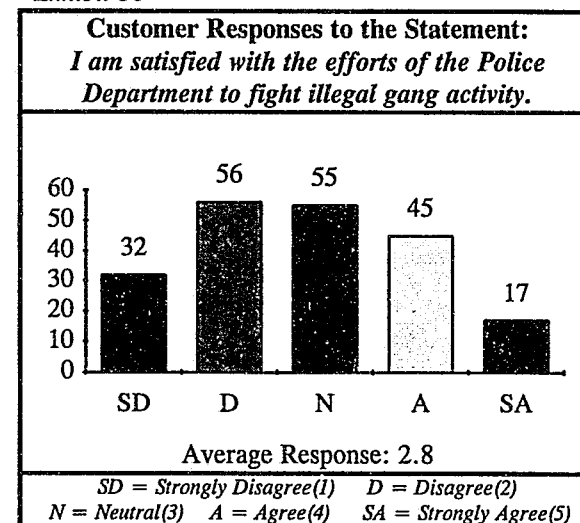
A majority, 64% agreed they are aware of the efforts of the Police Department to fight illegal gang activity. Only 15% disagreed, with the remaining 21% responding neutrally.

Exhibit 29



A much smaller number, 30%, agreed they are satisfied with the efforts of the Police Department to fight illegal gang activity. A total of 43% disagreed, with the remaining 27% responding neutrally.

Exhibit 30



Long Beach Ranks High In Number of Gang Members

To identify the extent of Long Beach's gang related crime problems relative to its peer cities, we compared the estimated number of gang members per 1,000 population. Long Beach ranked second, with 20.4 estimated gang members per 1,000 population, of the nine cities we were able to compare. Long Beach was also significantly above the average of 10.7 for the nine cities.

IMPROVING CUSTOMER SERVICE:
GOAL 5: REDUCE ILLEGAL GANG ACTIVITY

*Strategic Plan of the
Long Beach Police Department*

Exhibit 31

Comparison of Estimated Gang Members Per 1,000 Population in FY 1992		
Rank	City	Number
1.	Santa Ana	23.0
2.	Long Beach	20.4
3.	Los Angeles	16.3
4.	Sacramento	10.2
5.	Oakland	9.2
6.	Fresno	7.1
7.	San Diego	4.6
8.	Anaheim	3.2
9.	San Jose	2.2
10.	San Francisco	NA
Average		10.7

Long Beach Ranks Low In Resources Devoted to Gang Enforcement

Long Beach also had the second highest number of estimated gang members per employee assigned to gang related crime, with 2,903. Long Beach's gang work load per employee is nearly three times that of the average of the nine cities we were able to compare.

During FY 1993 the Long Beach Police Department significantly increased its level of gang enforcement and investigations.

Exhibit 32

Comparison of Estimated Gang Members Per Gang Investigator in FY 1992		
Rank	City	Number
1.	Fresno	3,886
2.	Long Beach	2,903
3.	Oakland	1,167
4.	Santa Ana	636
5.	San Jose	219
6.	San Diego	219
7.	Los Angeles	199
8.	Sacramento	143
9.	Anaheim	39
10.	San Francisco	NA
Average		1,046

Long Beach ranked eighth of the eight cities we were able to compare in the amount spent per estimated gang member, spending \$40. This amount was way below the average of \$473 per estimated gang member for the eight cities we were able to compare.

Exhibit 33

Comparison of Gang Expenditures Per Estimated Gang Member in FY 1992		
Rank	City	Number
1.	Anaheim	\$2,295
2.	Sacramento	\$448
3.	San Diego	\$320
4.	Oakland	\$261
5.	Fresno	\$180
6.	Santa Ana	\$151
7.	San Jose	\$88
8.	Long Beach	\$40
9.	Los Angeles	NA
10.	San Francisco	NA
Average		\$473

THE POLICE DEPARTMENT'S PLAN TO REDUCE ILLEGAL GANG ACTIVITY

Attaining the goal of reducing the level of illegal gang activity is one of the most significant and difficult challenges facing the Police Department. To accomplish this goal the Department has developed five objectives:

- ✓ Strengthen gang prevention programs
- ✓ Consolidate and strengthen gang enforcement
- ✓ Increase community involvement
- ✓ Increase coordination with others
- ✓ Modify existing laws.

Strengthen Gang Prevention Programs

Reducing illegal gang activity starts with strong gang prevention programs. Preventing youths at risk of becoming involved in gangs is key to reducing problems resulting from illegal gang activity.

Strategies to strengthen gang prevention programs involve expanded efforts by the Police Department and active participation from community, governmental, and business groups.

The Police Athletic League is a program that diverts disadvantaged youths and gang members into athletics. The program is designed for boys and girls and is closely supervised by officers. The Department plans to increase the number of Police Athletic League (PAL) programs and facilities as well as the number of community volunteers and sworn Police Department personnel participating in PAL.

The Department also intends to identify gang related services provided by government and private service agencies so that this information can be provided to gang enforcement personnel as

referral opportunities for current or potential gang members.

Other strategies include encouraging local schools, churches, and businesses to create employment opportunities for youth at risk and developing and implementing community work programs as alternative sentencing opportunities for gang offenders.

Consolidate and Strengthen Gang Enforcement

The abatement of illegal gang activity requires not only involves strengthening prevention efforts, it requires intensified and targeted gang enforcement efforts.

To accomplish the objective of consolidating and strengthening gang enforcement, the Police Department will combine gang enforcement efforts within the Detective Bureau and establish clear and consistent direction for gang enforcement. The Department will also provide comprehensive training on enforcement methods, and supply gang enforcement teams with improved equipment.

The Department will also enhance continuity and communication in its enforcement efforts by conducting coordination meetings between patrol personnel and gang enforcement personnel.

Increase Community Involvement

Active community involvement is essential to reduce illegal gang activity. The community and the Police Department need to form a close partnership and develop and maintain open communication channels to effectively reduce gang activity in the City.

Strategies to increase community involvement include obtaining input from community and neighborhood groups on gang problems and then focusing enforcement activities on these problems, as well as encouraging the public to provide illegal gang activity information. It also involves developing a public information campaign to create a philosophy of reducing illegal gang activity in the community.

**IMPROVING CUSTOMER SERVICE:
GOAL 5: REDUCE ILLEGAL GANG ACTIVITY**

**Strategic Plan of the
Long Beach Police Department**

Increase Coordination With Others

In addition to community involvement, reducing illegal gang activity requires increased coordination with City Departments, police agencies in the region, and others involved in the criminal justice system.

To achieve this objective, the Department plans to develop a City-wide cooperative effort to focus on gang problems, and to participate in regional, State, and Federal law enforcement agency efforts to reduce illegal gang activity. The Department also intends to develop a working group consisting of Department gang enforcement personnel, together with Deputy District Attorneys, and judges to prepare a common strategy for addressing gang problems.

Modify Existing Laws

Accomplishing the goal of reducing illegal gang activity would be assisted by the modification and strengthening of existing laws and ordinances. The Police Department plans to work with regional law enforcement agencies, prosecutors, and judges to identify and

implement changes in laws related to illegal gang activity.

The Police Department will also work with the City Attorney to identify opportunities to strengthen City ordinances and present proposed changes to the City Council.

Finally, the Police Department will use the City's State and Federal lobbyists in an effort to influence legislation to strengthen laws related to illegal gang activity.

Objectives and Strategies

The objectives adopted by the Police Department to accomplish the goal of reducing illegal gang activity are presented on the following page. Specific strategies to accomplish each objective are provided in more detail on pages A-27 through A-33 in the appendix of this report.

Objectives:

Goal 5:

Reduce Illegal Gang Activity

5.1 Strengthen Gang Prevention Programs

Prevent youth at risk of becoming involved in gangs and illegal gang activities from doing so.

5.2 Consolidate and Strengthen Gang Enforcement

Unite and improve the Department's response to illegal gang activity

5.3 Increase Community Involvement

Leverage community resources and involvement in reducing illegal gang activity.

5.4 Increase Coordination With Others

Increase the level of coordination with others involved in gang enforcement activities.

5.5 Modify Existing Laws

Modify and strengthen existing laws and ordinances related to illegal gang activity.

GOAL 6:
PROVIDE EFFECTIVE
CRIMINAL INVESTIGATIONS

PROVIDE EFFECTIVE
CRIMINAL INVESTIGATIONS

Goal 6:

**Provide Effective
Criminal Investigations**

Objectives:

6.1 Improve Patrol Support of Criminal Investigations

Leverage the resources of Patrol operations to support effective investigations of crimes committed.

6.2 Improve Evidence Collection and Analysis

Provide better forensic support of criminal investigations.

6.3 Increase the Efficiency of Criminal Investigations

Increase the efficiency of Police Detective personnel conducting criminal investigations.

6.4 Increase Community Involvement in Criminal Investigations

Leverage community resources and involvement in conducting criminal investigations.

CRIMINAL INVESTIGATIONS

The Police Department conducts investigations of reported crimes against persons and property. Investigators collect physical evidence, interview witnesses and suspects, develop the criminal case, and file the case with the City Prosecutor or County District Attorney. The investigators support the prosecution of suspects and often testify during criminal trials.

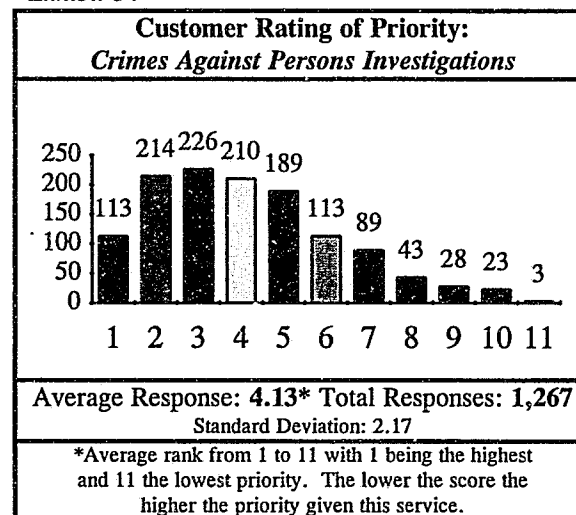
CRIMES AGAINST PERSONS INVESTIGATIONS

Crimes against persons include homicides, robberies, assaults, rapes, and child abuse.

Customers Rank Crimes Against Persons Investigations Their Third Highest Priority

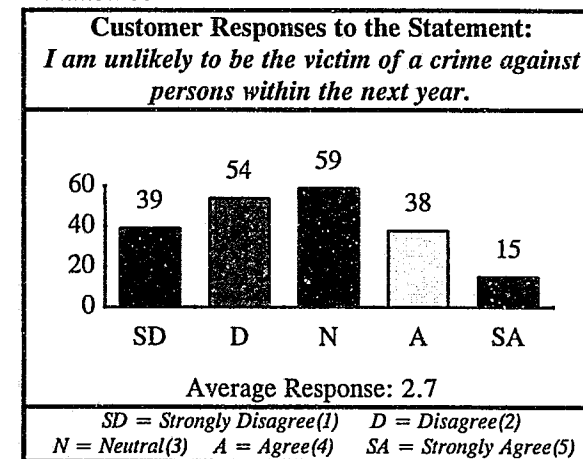
Investigations of crimes that have been committed against persons was ranked as third in priority by individuals completing the customer survey. A total of 9% of all customers ranked this service as their first priority, with an

additional 35% ranking it as either 2nd or 3rd in priority. Another 48% of all customers ranked this service from 4th to 7th in priority, and 8% ranked it as 8th or lower in priority.

Exhibit 34***Customers Believe They Are Likely To Be Victims Of A Crime Against Persons***

The Department was interested in whether customers of the Department believed they are likely to be victims of a crime against persons. Only about one-quarter, 26%, of the customers completing the survey agreed they are unlikely to be the victim of a crime

against persons within the next year. Nearly half, 45%, disagreed, with the remaining 29% responding neutrally.

Exhibit 35***Customers Divided On Department's Performance In Apprehending Crimes Against Persons Suspects***

The Department was also interested in whether customers felt the Department was doing a good job in apprehending suspects of crimes against persons.

About the same number of customers completing the survey believe the Department was doing a good job apprehending suspects of these crimes as do not. Thirty-two percent agreed the

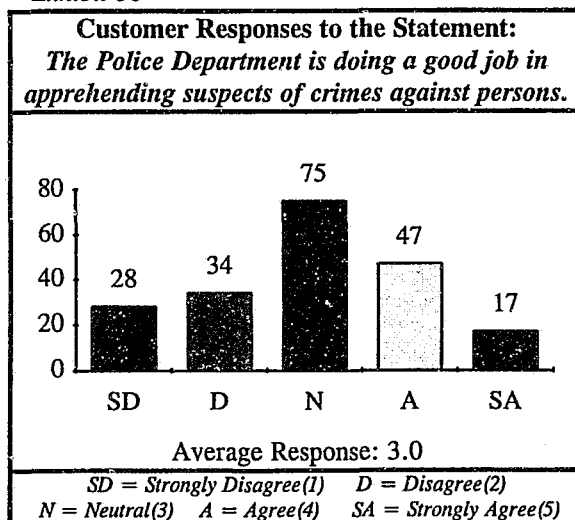
IMPROVING CUSTOMER SERVICE:

GOAL 6: PROVIDE EFFECTIVE CRIMINAL INVESTIGATIONS

Strategic Plan of the Long Beach Police Department

Department was doing a good job, with 31% disagreeing, and 37% responding neutrally.

Exhibit 36

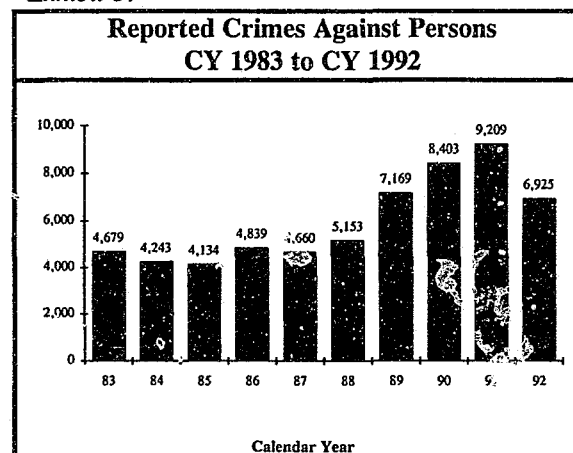


Reported Crimes Against Persons Up From 1983 Level

Crimes against persons increased during the ten-year period from 1983 to 1992. In 1983, a total of 4,679 crimes against persons were reported in Long Beach. Reported crimes against persons rose to a high of 9,209 in 1991 before falling sharply to 6,925 in 1992. The rise in reported crimes against persons

represents a 48.0% increase, or an average increase of 4.5% per year.

Exhibit 37



Long Beach Ranks High In Violent Crimes Against Persons Per 1,000 Population

As an indication of how many of these crimes occur in Long Beach relative to other cities, we compared the number of violent crimes against persons reported per 1,000 population among the ten largest cities in California. Long Beach ranked third of the ten cities, with 18.3 crimes reported per 1,000 population. The cities of Oakland and Los Angeles had higher rates of reported violent

crime than Long Beach. This ranking placed Long Beach above the average of 14.8 for the ten cities.

Exhibit 38

Comparison of Violent Crimes Against Persons Reported Per 1,000 Population in FY 1992		
Rank	City	Number
1.	Oakland	25.8
2.	Los Angeles	25.0
3.	Long Beach	18.3
4.	San Francisco	17.5
5.	Fresno	13.1
6.	San Diego	12.4
7.	Sacramento	12.4
8.	Santa Ana	10.7
9.	San Jose	6.6
10.	Anaheim	6.6
Average		14.8

Long Beach Ranks In The Middle In Crimes Against Persons Investigative Work Load

As an indication of the level of crimes against persons work load in Long Beach relative to other Police Departments, we compared the number of crimes against persons reported for each employee assigned to work these cases.

Long Beach ranked sixth of the ten largest cities in the State, with 89.5

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crimes against persons reported for each person assigned to investigate these crimes. Fresno, Oakland, San Diego, San Francisco, and Sacramento each had higher levels of work load per investigator than Long Beach. Long Beach also ranked below the average of 101.5 reported crimes per employee for the ten cities.

Exhibit 39

Comparison of Reported Violent Crimes Against Persons Per Employee Assigned to Crimes Against Persons in FY 1992		
Rank	City	Number
1.	Fresno	178.1
2.	Oakland	139.2
3.	San Diego	109.7
4.	San Francisco	108.6
5.	Sacramento	105.4
6.	Long Beach	89.5
7.	Los Angeles	82.3
8.	Santa Ana	79.7
9.	Anaheim	72.4
10.	San Jose	50.6
Average		101.5

Long Beach Ranks High In Reported Violent Crimes Against Persons Cleared

The percentage of cases cleared is a measure of how effectively a police department is investigating crimes. For

a crime to be considered cleared at least one person must be arrested, charged with committing a crime, and turned over to the court for prosecution. Crime clearances reported in one year may be for offenses committed in prior years. In addition, several crimes may be cleared by the arrest of one person, or the arrest of many people may clear only one crime.

Among the ten largest cities in California, Long Beach ranked second in the percentage of reported violent crimes cleared in 1992, clearing 46.2%. Only San Diego had a higher clearance rate. Long Beach also had a higher percentage of crimes cleared than the average of 40.1% for the ten cities.

Exhibit 40

Comparison of Percentage of Reported Violent Crimes Against Persons Cleared in FY 1992		
Rank	City	Number
1.	San Diego	55.9%
2.	Long Beach	46.2%
3.	San Jose	45.8%
4.	Fresno	45.0%
5.	Los Angeles	44.6%
6.	Anaheim	38.0%
7.	Sacramento	38.0%
8.	Oakland	30.9%
9.	Santa Ana	28.7%
10.	San Francisco	27.5%
Average		40.1%

Long Beach Ranks In The Middle In Crimes Against Persons Cleared Per Investigative Employee

As an indication of the effectiveness of crimes against persons investigations we compared the number of cases cleared per employee assigned to work these cases.

Long Beach ranked fourth of the ten cities compared in the number of crimes against persons cases cleared per employee assigned, with 41.3 per employee. Only three cities, Fresno, San Diego, and Oakland had higher clearance rates per employee than Long

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Beach. Long Beach was also above the average of 40.6 for the ten cities.

Exhibit 41

Comparison of Violent Crimes Against Persons Cases Cleared Per Employee Assigned to Crimes Against Persons in FY 1992		
Rank	City	Number
1.	Fresno	80.0
2.	San Diego	61.3
3.	Oakland	43.1
4.	Long Beach	41.3
5.	Sacramento	40.0
6.	Los Angeles	36.7
7.	San Francisco	29.9
8.	Anaheim	27.5
9.	San Jose	23.2
10.	Santa Ana	22.9
	Average	40.6

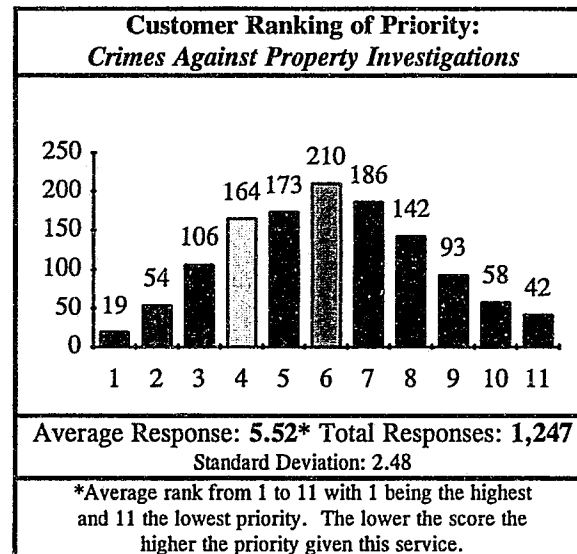
CRIMES AGAINST PROPERTY INVESTIGATIONS

Crimes against property include burglary, auto theft, larceny, and forgery or fraud cases.

Customers Rank Crimes Against Property Investigations Seventh of Eleven Priorities

Conducting investigations of crimes that have been committed against property was ranked as the seventh highest priority service expected or desired of the Police Department. A total of 2% of the customers completing the questionnaire ranked this service as their top priority, with an additional 13% ranking it as either 2nd or 3rd.

Exhibit 42

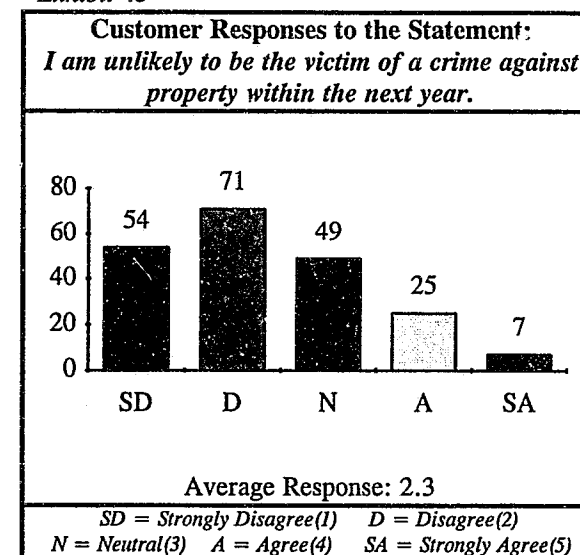


Fifty-eight percent of all customers ranked providing investigations of crimes against property from 4th to 7th in priority, and 27% ranked it as 8th or lower in priority.

Customers Believe They Are Likely To Be Victims Of A Crime Against Property

Only 15% of the customers completing the survey agreed they are unlikely to be the victim of a crime against property within the next year. A majority, 61% disagreed, with the remaining 24% responding neutrally.

Exhibit 43



IMPROVING CUSTOMER SERVICE:

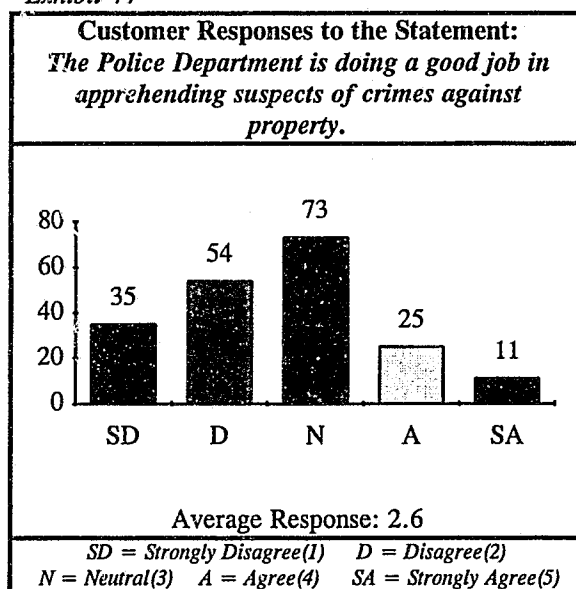
GOAL 6: PROVIDE EFFECTIVE CRIMINAL INVESTIGATIONS

Strategic Plan of the Long Beach Police Department

Customers Not Satisfied With Apprehension Of Crimes Against Property Suspects

Only 18% of the customers completing the survey believe the Department is doing a good job apprehending suspects of these crimes. Forty-five percent disagreed the Department is doing a good job, with the remaining 37% responding neutrally.

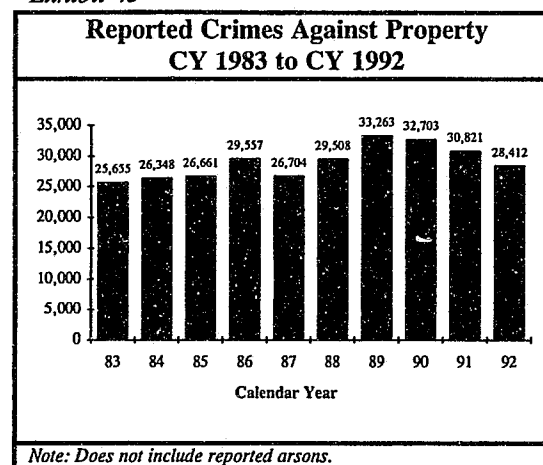
Exhibit 44



Reported Crimes Against Property Up Slightly Compared to 1983 Level

In the ten-year period from 1983 to 1992, the number of crimes against property increased slightly. In 1983, a total of 25,655 crimes against property were reported. The number rose to a high of 33,263 in 1989 then declined over three years to 28,412 in 1992. The difference between the 1983 and 1992 levels represents a 10.7% increase.

Exhibit 45



Long Beach Ranks Low In Crimes Against Property Reported Per 1,000 Population

As an indication of how many of these crimes occur in Long Beach relative to other cities, we compared the number of crimes against property reported per 1,000 population among the ten largest cities in the State. Long Beach ranked seventh of the ten cities, with 67 crimes reported per 1,000 population. Only the cities of Anaheim, Santa Ana, and San Jose had lower rates of reported property crime than Long Beach. Long Beach also ranked below the average of 74.4 for the ten cities.

Exhibit 46

Comparison of Property Crimes Reported Per 1,000 Population in FY 1992		
Rank	City	Number
1.	Fresno	102.6
2.	Oakland	98.1
3.	Sacramento	86.8
4.	San Francisco	81.1
5.	Los Angeles	70.8
6.	San Diego	69.7
7.	Long Beach	67.0
8.	Anaheim	61.8
9.	Santa Ana	61.6
10.	San Jose	44.6
Average		74.4

**Long Beach Ranks Low In Crimes
Against Property Investigations Work
Load**

As an indication of the level of crimes against property work load in Long Beach relative to its peer cities, we compared the number of crimes against property reported for each employee assigned to work these cases.

Long Beach ranked seventh of the ten largest cities in California, with 524.2 crimes against property reported for each person assigned to investigate these crimes. Only Anaheim, San Francisco, and San Diego had lower levels of work load per investigator than Long Beach. Long Beach also ranked below the average of 651.1 reported crimes per employee for the ten cities.

Exhibit 47

Comparison of Reported Property Crimes Per Employee Assigned to Crimes Against Property in FY 1992		
Rank	City	Number
1.	Fresno	1,219.2
2.	Oakland	890.1
3.	Sacramento	705.5
4.	San Jose	678.8
5.	Los Angeles	596.0
6.	Santa Ana	551.4
7.	Long Beach	524.2
8.	Anaheim	485.8
9.	San Francisco	435.0
10.	San Diego	425.5
	Average	651.1

**Long Beach Ranks High In Clearing
Crimes Against Property**

Among the ten largest cities in California, Long Beach ranked third in the percentage of reported property crimes cleared in 1992, clearing 17.91%. Only Anaheim and Sacramento had higher clearance rates. Long Beach also had a higher percentage of crimes cleared than the average of 15.42% for the ten cities.

Exhibit 48

Comparison of Percentage of Reported Property Crimes Cleared in FY 1992		
Rank	City	Number
1.	Anaheim	18.59%
2.	Sacramento	17.91%
3.	Long Beach	17.85%
4.	Fresno	17.78%
5.	San Jose	15.90%
6.	Los Angeles	14.99%
7.	Santa Ana	14.82%
8.	San Francisco	12.91%
9.	San Diego	11.87%
10.	Oakland	11.55%
	Average	15.42%

**Long Beach Ranks In The Middle In
Crimes Against Property Cleared Per
Investigative Employee**

As an indication of the effectiveness of crimes against property investigations we compared the number of cases cleared per employee assigned to work these cases.

Long Beach ranked fifth among the ten largest cities in the State in the number of crimes against property cases cleared per employee assigned, with 93.6 per employee. Only four cities, Fresno, Sacramento, San Jose, and Oakland had higher clearance rates per employee than

Long Beach. However, Long Beach was also below the average of 101.5 for the ten cities.

Exhibit 49

**Comparison of Property Crimes Cases Cleared
Per Employee Assigned to Property Crimes
in FY 1992**

Rank	City	Number
1.	Fresno	216.7
2.	Sacramento	126.4
3.	San Jose	108.0
4.	Oakland	102.8
5.	Long Beach	93.6
6.	Anaheim	90.3
7.	Los Angeles	89.3
8.	Santa Ana	81.7
9.	San Francisco	56.2
10.	San Diego	50.5
	Average	101.5

**THE POLICE DEPARTMENT'S PLAN TO
PROVIDE EFFECTIVE CRIMINAL
INVESTIGATIONS**

By effectively investigating crimes that have been committed the Department can reduce the threat of future criminal activity. To accomplish this goal, the Department has adopted the following objectives:

- ✓ Improve patrol support of criminal investigations
- ✓ Improve evidence collection and analysis
- ✓ Increase the efficiency of criminal investigations
- ✓ Increase community involvement in criminal investigations.

Improve Patrol Support of Criminal Investigations

Patrol officers are most often the first to arrive on the scene of a crime that has been committed. As such, they have the best opportunity to identify and collect physical evidence, and to identify suspects and witnesses. The quality of the initial work completed by Patrol Officers can largely determine the success of any subsequent criminal investigation.

The Department has developed several strategies to improve Patrol support of criminal investigations. These include rotating patrol personnel through the Detective Bureau to increase their awareness of investigative requirements, developing training on investigative operations for patrol, expanding the crime analysis function, increasing the

level of patrol time available for investigative activity, developing a patrol crime report review function, and providing additional feedback to Patrol officers on the outcome of criminal investigations.

Improve Evidence Collection and Analysis

Physical evidence is often important in identifying suspects and proving their guilt. Much of this evidence must be collected carefully and quickly. The Department currently has limited crime scene evidence collection capabilities.

Once evidence is collected it must be analyzed. This often requires sophisticated equipment and procedures. Here again, the Departments' evidence analysis capabilities are severely limited.

To provide effective criminal investigations in the future the Department has adopted strategies to develop a comprehensive, well equipped, well trained, and available crime scene response unit and a comprehensive crime laboratory.

Other strategies include providing evidence collection kits to patrol personnel and providing training to police personnel on criminal evidence collection.

Increase the Efficiency of Criminal Investigations

To provide effective criminal investigations in the future the Department must increase the efficiency of its investigative personnel.

Strategies for accomplishing this include reducing the level of administrative tasks required of Detective personnel and developing better investigative tools including an information system containing crimes committed and known criminals. Other strategies involve increasing access to existing databases, and improving access to vehicles and equipment.

Further methods to increase the efficiency of criminal investigations include deploying investigative personnel to match work load including increasing evening, night, and week end shifts; increasing the amount of time investigative personnel spend in the

field; increasing para-professional staffing to perform the routine paper work of case filings; and reviewing the practice of assigning the majority of injured and restrictive duty police personnel to the Detective function.

The Department will also pursue developing a working agreement with the City Prosecutor and the District Attorney outlining an agreement on case filing and prosecution.

Increase Community Involvement in Criminal Investigations

Members of the community can provide substantial assistance to the Department in conducting criminal investigations. Strategies developed by the Department to increase community involvement include providing training through brochures, newspaper articles, and news programs on how community members can most effectively report crimes and facilitate criminal investigations.

In addition, the Department plans to work with the business community to expand the use of security systems; establish working group to identify ways of streamlining the arrest and complaint

process for private security agencies; and expanding the training of bank and retail personnel on the use of electronic tracking systems and other crime prevention technology.

Objectives and Strategies

The objectives adopted by the Police Department to accomplish the goal of providing effective criminal investigations are presented on the following page. Specific strategies to accomplish each objective are provided in more detail on pages A-34 through A-39 in the appendix of this report.

Objectives:

Goal 6:

**Provide Effective
Criminal Investigations**

6.1 Improve Patrol Support of Criminal Investigations

Leverage the resources of Patrol operations to support effective investigations of crimes committed.

6.2 Improve Evidence Collection and Analysis

Provide better forensic support of criminal investigations.

6.3 Increase the Efficiency of Criminal Investigations

Increase the efficiency of Police Detective personnel conducting criminal investigations.

6.4 Increase Community Involvement in Criminal Investigations

Leverage community resources and involvement in conducting criminal investigations.

GOAL 7:
REDUCE ILLEGAL DRUG ACTIVITY

Goal 7:

**Reduce Illegal
Drug Activity**

Objectives:

7.1 Strengthen Drug Prevention Programs

Prevent youth at risk of becoming involved in illegal drug activity from doing so.

7.2 Strengthen Drug Enforcement Efforts

Develop targeted Department-wide enforcement objectives and provide improved enforcement tools.

7.3 Increase Community Involvement

Leverage community resources and involvement in reducing illegal drug activity.

7.4 Increase Coordination With Others

Increase the level of coordination with others involved in illegal drug activity enforcement.

7.5 Modify Existing Laws

Modify and strengthen existing laws and ordinances related to illegal drug activity.

IMPROVING CUSTOMER SERVICE:
GOAL 7: REDUCE ILLEGAL DRUG ACTIVITY

*Strategic Plan of the
Long Beach Police Department*

ILLEGAL DRUG ACTIVITY

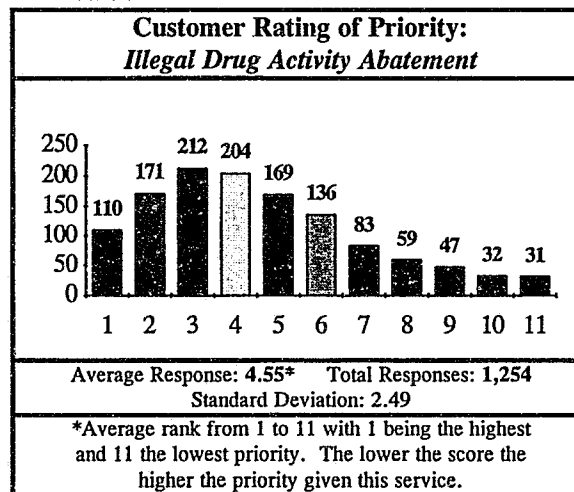
Possession, distribution, or use of certain drugs is against the law. The Police Department responds to complaints of illegal drug activity, and proactively conducts investigations into drug trafficking in Long Beach.

Customers Rank Reducing Illegal Drug Activity as Their Fourth Priority

Reducing the level of illegal drug activity in the City was ranked as the fourth highest priority service expected or desired of the Police Department.

A total of 9% of the customers completing the questionnaire ranked this service as their top priority, with an additional 31% ranking it as either 2nd or 3rd. Forty-seven percent of all customers ranked reducing illegal drug activity from 4th to 7th in priority, and 13% ranked it as 8th or lower in priority.

Exhibit 50



A number of customers made comments emphasizing the importance of illegal drug activity abatement. Examples include "I watch activities; drug dealing is profitable;" and the Police need to "Stop drug dealing at all levels," and "Go after drug users first then the drug dealer."

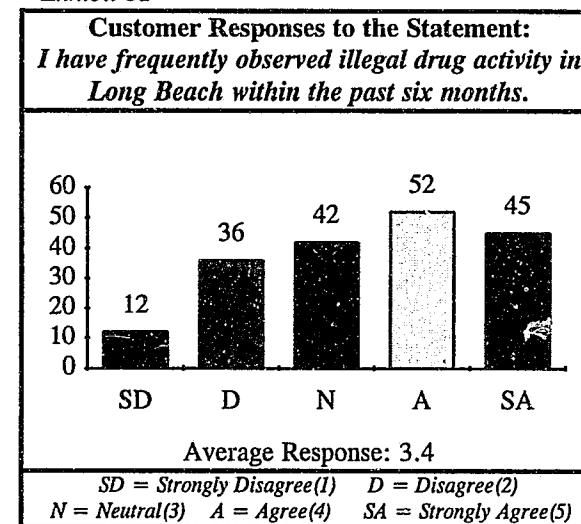
Customers Frequently See And Are Negatively Affected By Illegal Drug Activity

The Department was interested in customers' perspectives on how frequently they observe illegal drug

activity in the City and if it negatively affects them.

Over half, 52%, of the customers completing the survey agreed they have frequently observed illegal drug activity in Long Beach. Only 26% disagreed, with the remaining 22% responding neutrally.

Exhibit 51

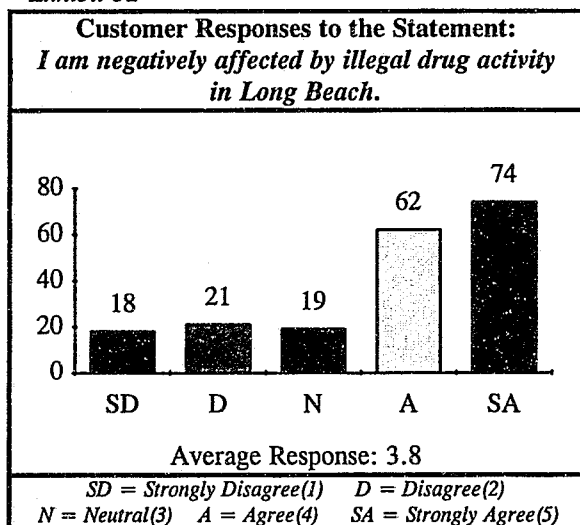


A majority, 70%, agreed they are negatively affected by illegal drug activity in Long Beach. A total of 20% disagreed, with the remaining 10% responding neutrally.

IMPROVING CUSTOMER SERVICE:
GOAL 7: REDUCE ILLEGAL DRUG ACTIVITY

*Strategic Plan of the
 Long Beach Police Department*

Exhibit 52

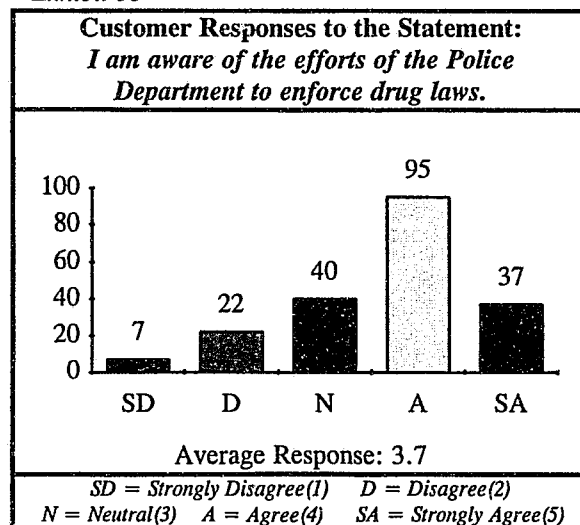


Customers Are Not Satisfied With Enforcement Efforts

The Department was also interested in determining if customers are aware of the Police Department's enforcement efforts, and if they are satisfied with those efforts.

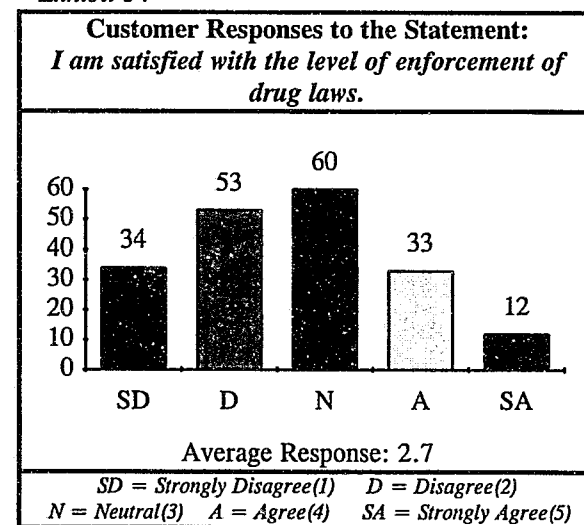
A majority, 66% agreed they are aware of the efforts of the Police Department to enforce drug laws. Only 14% disagreed, with the remaining 20% responding neutrally.

Exhibit 53



A much smaller number, 23%, agreed they are satisfied with the level of enforcement of drug laws. A total of 46% disagreed, with the remaining 31% responding neutrally.

Exhibit 54



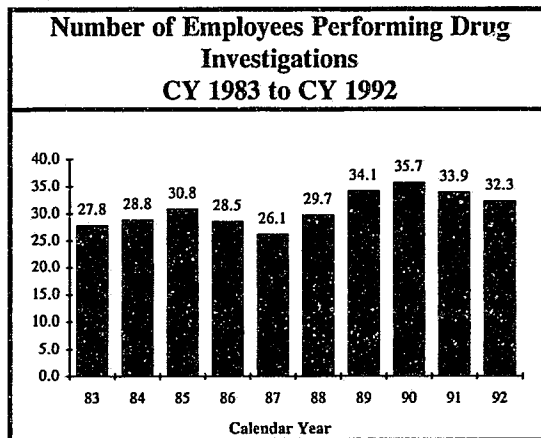
Employees Providing Illegal Drug Activity Investigations Have Increased Slightly

The number of employees providing illegal drug investigative services increased slightly over the past ten years. Employees investigating illegal drug activity increased from 27.8 in 1983 to 32.3 in 1992. The growth in the level of employees over the ten-year period represents an increase of 16.2%.

IMPROVING CUSTOMER SERVICE:
GOAL 7: REDUCE ILLEGAL DRUG ACTIVITY

**Strategic Plan of the
 Long Beach Police Department**

Exhibit 55



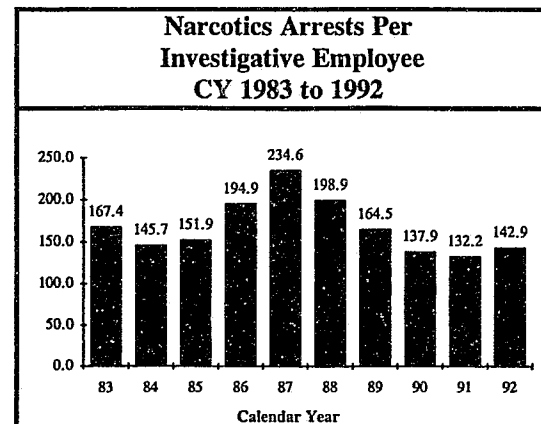
***Illegal Drug Arrests Per Employee
 Below Earlier Levels***

During the period 1983 through 1992, the number of narcotics arrests made per drug investigations employee decreased. Arrests per employee decreased from 167.4 in 1983 to 142.9 in 1992. The difference between the 1983 and 1992 levels represents a decrease of 14.6%.

The decline in narcotics arrests was due to an investigative focus on major dealers. This increased the size of the seizures of drugs and money. However, fewer arrests were made. Beginning in 1992 the Department's narcotics investigations have been focused on local

complaints. This should result in an increase in narcotics arrests and more directly meet the community's service needs.

Exhibit 56



***Long Beach Arrests Below the Average
 of Other California Cities***

We compared the number of illegal drug arrests per employee assigned as an indication of both the work load and effectiveness of illegal drug investigators.

Long Beach ranked fifth of the ten cities in the number of illegal drug arrests per employee assigned, with 142. Oakland, San Diego, San Francisco, and

Sacramento had more arrests per employee assigned. However, Long Beach was slightly below the average of 172 arrests per employee assigned for the ten cities.

Exhibit 57

Comparison of Illegal Drug Arrests Made Per Employee Assigned to Illegal Drug Investigations in FY 1992		
Rank	City	Number
1.	Oakland	427
2.	San Diego	283
3.	San Francisco	263
4.	Sacramento	149
5.	Long Beach	142
6.	San Jose	114
7.	Santa Ana	100
8.	Fresno	99
9.	Anaheim	90
10.	Los Angeles	50
Average		172

***THE POLICE DEPARTMENT'S PLAN TO
 REDUCE ILLEGAL DRUG ACTIVITY***

The Police Department has established the goal of reducing the current level of illegal drug activity in the City. To accomplish this, the Department has established five objectives:

**IMPROVING CUSTOMER SERVICE:
GOAL 7: REDUCE ILLEGAL DRUG ACTIVITY**

***Strategic Plan of the
Long Beach Police Department***

- ✓ Strengthen drug prevention programs
- ✓ Strengthen drug enforcement efforts
- ✓ Increase community involvement
- ✓ Increase coordination with others
- ✓ Modify existing laws.

Strengthen Drug Prevention Programs

Reducing illegal drug activity starts with strong drug prevention programs. Preventing youth at risk from becoming involved in drugs is a key to reducing illegal drug activity and its related problems.

Strategies to strengthen drug prevention programs involve expanded efforts by the Police Department and active participation from community, governmental, and businesses groups.

The Department plans to increase the number of Police Athletic League (PAL) programs and facilities as well as the number of community volunteers and sworn Police Department personnel participating in PAL.

The Department will expand its current DARE education into the middle and high schools. It also intends to identify drug related services provided by

government and private service agencies and provide this information to Department personnel as referral opportunities for current or potential drug users.

Additionally, the Department plans to encourage local schools, churches, and businesses to create employment opportunities for youths at risk and to develop and implement community work programs as alternative sentencing opportunities for drug offenders.

Strengthen Drug Enforcement Efforts

The reduction of illegal drug activity not only requires strengthening prevention efforts, it also requires intensified and targeted drug enforcement activities.

To accomplish the objective of strengthening drug enforcement, the Police Department will refocus enforcement as a Department-wide responsibility and establish clear and consistent direction for enforcement. It will also provide comprehensive training on enforcement methods and supply drug enforcement teams with improved equipment.

Furthermore, the Department will enhance continuity and communication in its enforcement efforts by conducting coordination meetings between patrol commanders and drug enforcement supervisors, and by expanding drug enforcement and drug recognition staffing to 7 days a week.

Increase Community Involvement

Active community involvement is essential to reduce illegal drug activity. The community and the Police Department need to form a close partnership, and develop and maintain open communication channels to effectively reduce drug activity in the City.

Strategies to increase community involvement include obtaining input from community and neighborhood groups on drug problems and focus enforcement activities on these problems, as well as encouraging the public to provide illegal drug activity information through the drug hotline and complaint system. It also involves developing a public information campaign to create a philosophy of reducing illegal drug activity in the community.

Increase Coordination With Others

In addition to community involvement, reducing illegal drug activity requires increased coordination with City Departments, police agencies in the region, and others involved in the criminal justice system.

To achieve this objective, the Department plans to develop a City-wide cooperative effort to reduce locations catering or allowing drug sales through zoning or code enforcement, revocation of businesses licenses, asset seizure, citation for health violations, and other City enforcement activities.

The Police Department also plans to participate in regional, State, and Federal law enforcement agency efforts to reduce illegal drug activity. It will also develop a working group consisting of Department drug enforcement personnel, District Attorney drug prosecutors, and judges to prepare a common strategy for addressing illegal drug problems.

Modify Existing Laws

Accomplishing the goal of reducing illegal drug activity would be assisted by

the modification and strengthening of existing laws and ordinances. The Police Department plans to work with regional law enforcement agencies, prosecutors, and judges to identify and implement changes in laws related to illegal drug activity.

The Police Department also intends to work with the City Attorney to identify opportunities for strengthening City ordinances and present proposed changes to the City Council. Finally, the Department will use the City's State and Federal lobbyists to influence legislation relating to reducing illegal drug activity.

Objectives and Strategies

The objectives adopted by the Police Department to accomplish the goal of reducing illegal drug activity are presented on the following page. Specific strategies to accomplish each objective are provided in more detail on pages A-40 through A-47 in the appendix of this report.

Objectives:

Goal 7:

**Reduce Illegal
Drug Activity**

7.1 Strengthen Drug Prevention Programs

Prevent youth at risk of becoming involved in illegal drug activity from doing so.

7.2 Strengthen Drug Enforcement Efforts

Develop targeted Department-wide enforcement objectives and provide improved enforcement tools.

7.3 Increase Community Involvement

Leverage community resources and involvement in reducing illegal drug activity.

7.4 Increase Coordination With Others

Increase the level of coordination with others involved in illegal drug activity enforcement.

7.5 Modify Existing Laws

Modify and strengthen existing laws and ordinances related to illegal drug activity.

GOAL 8:
**PROVIDE NEIGHBORHOOD SECURITY/
SOLVE NEIGHBORHOOD PROBLEMS**

**PROVIDE NEIGHBORHOOD
SECURITY**

Objectives:

8.1 Increase Neighborhood Input

Increase the level of input from individual neighborhoods on problems and priorities within each neighborhood.

8.2 Focus on Neighborhood Priorities

Focus Police resources on issues and priorities of individual neighborhoods.

8.3 Increase Neighborhood Commitment of Officers

Increase the level of commitment and continuity of patrol officers within neighborhoods to improve community interaction.

8.4 Increase Neighborhood Involvement

Increase the level of involvement in solving neighborhood problems by individuals in neighborhoods.

Goal 8:

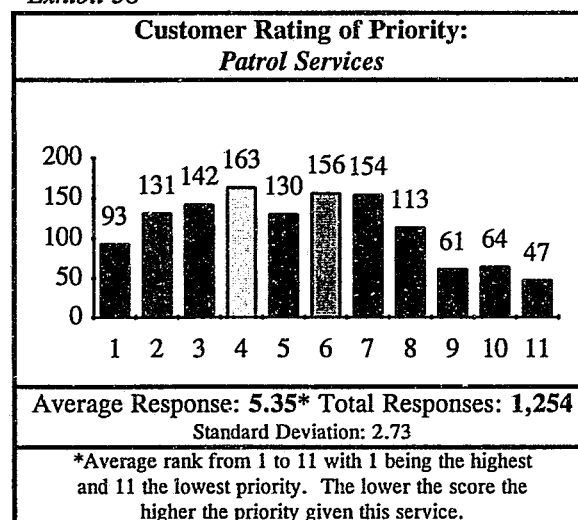
**Provide Neighborhood Security and
Solve Neighborhood Problems**

**PROVIDING NEIGHBORHOOD
SECURITY**

The Long Beach Police Department provides neighborhood security in the City by patrolling, observing activities, and initiating contact with business owners and residents. Also, the Police Department is responsible for working together with the community to solve the problems of crime, physical and social disorder, and neighborhood decay.

***Customers Rank Patrol Services Their
Fifth Highest Priority***

Customers ranked providing a sense of security within an area by providing patrol services as the fifth highest priority service expected or desired of the Police Department. A total of 7% of the customers completing the questionnaire ranked this service as their top priority, with an additional 22% ranking it as either 2nd or 3rd. Forty-eight percent of all customers ranked providing patrol services from 4th to 7th in priority, and 23% ranked it as 8th or lower in priority.

Exhibit 58***Increased Patrol and Visibility
Customers' Second Most Common
Suggested Improvement***

We asked customers responding to our survey to recommend changes to improve the Police Department. The second most common suggestion related to increasing patrol and visibility. Examples of customer comments include: "Need more patrol services in 'known' areas downtown that are overrun with gangs and crack dealing activity;" "I would love to see more patrol -- if you parked on my street for

five minutes you could make an arrest;" "More patrol at night;" and "Be as visible as possible. One officer to a patrol car so there will be more officers on the street."

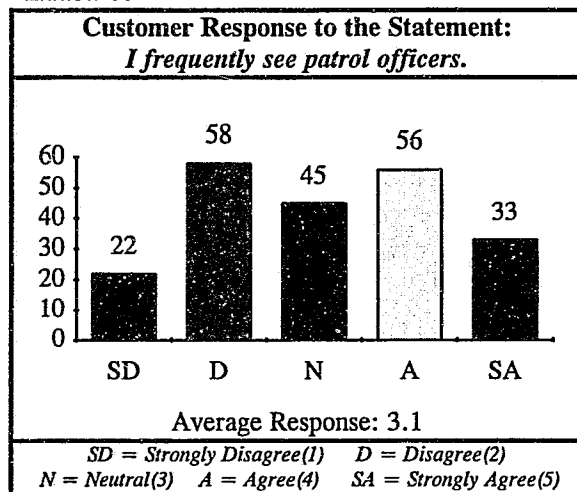
Exhibit 59

<i>What changes would you recommend to improve the Long Beach Police Department?</i>		
Suggestion	No. of Times Suggested	% of Total Suggestions
Hiring Additional Police Officers	267	18.5%
Increased Patrol and Visibility	202	14.0%
Respect and Interact with Citizens	127	8.8%
Target Crime Rather Than Traffic and Minor Infractions	107	7.4%
Additional Community Programs	106	7.3%

***Many Customers Say They Do Not
Frequently See Patrol Officers***

We also asked customers to respond to the statement "I frequently see patrol officers." Less than one-half, 42%, of customers agreed they frequently see patrol officers. A total of 37% disagreed, with 21% responding neutrally.

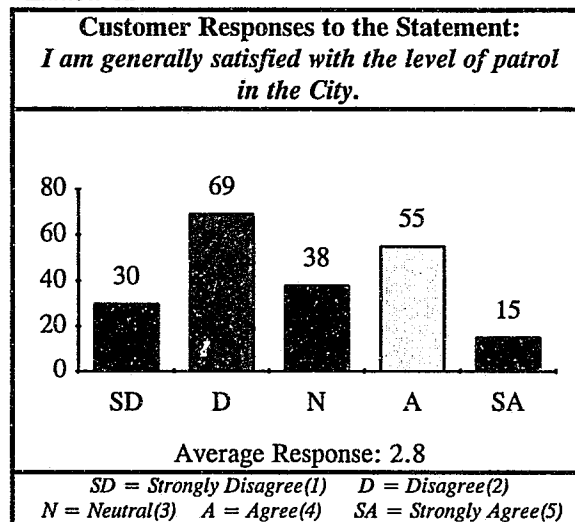
Exhibit 60



Many Customers Are Not Satisfied With The Level Of Patrol Services

Additionally, we asked customers to identify their general level of satisfaction with patrol services in the City. Nearly half, 48%, of customers disagreed they were generally satisfied with the level of patrol in the City. Only 34% agreed they are satisfied, with 18% responding neutrally.

Exhibit 61



Many Customers Do Not Believe Community Policing Is Effectively Used In Long Beach

Community-based policing is both a philosophy and an organizational strategy that allows the police and the community to work together to solve the problems of crime, physical and social disorder, and neighborhood decay. It requires that police officers be freed from the isolation of the patrol car and the demands of responding to calls for service so that he or she can maintain daily, direct contact

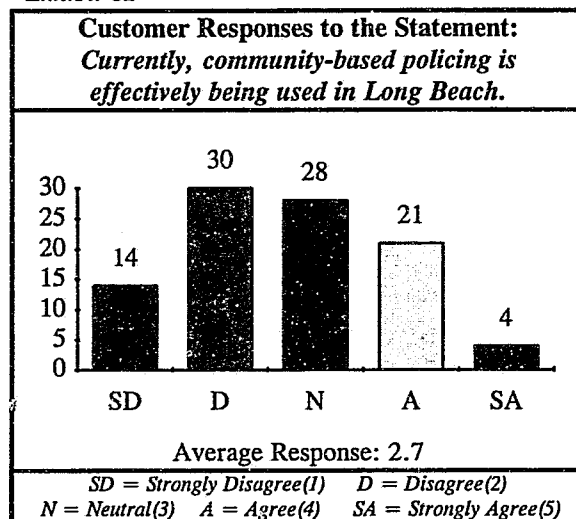
with the people within a clearly defined beat.

In community policing, officers must develop and monitor broad-based long-term initiatives that involve the community in efforts to improve the overall quality of life. Additionally, officers must remain available for responding to calls and making arrests.

Community policing also challenges people to accept responsibility for solving their individual problems, as well as the responsibility for the overall quality of life in their community.

We asked customers if they believed community based policing is effectively being used in Long Beach. Only 26% agreed community-based policing is currently being effectively used in Long Beach. A larger number, 45%, disagreed, with the remaining 29% responding neutrally.

Exhibit 62



THE POLICE DEPARTMENT'S PLAN TO PROVIDE NEIGHBORHOOD SECURITY AND SOLVE NEIGHBORHOOD PROBLEMS

To accomplish the goal of providing neighborhood security and solving neighborhood problems the Department has developed four objectives:

- ✓ Increase neighborhood input
- ✓ Focus on neighborhood priorities
- ✓ Increase neighborhood commitment of officers
- ✓ Increase neighborhood involvement.

Increase Neighborhood Input

To effectively provide neighborhood security and solve neighborhood problems, the Police Department must be familiar with the neighborhoods and understand the concerns of those living and working in the neighborhoods. This requires the Department to increase the level of communication between the citizens in the neighborhoods, the beat officers and the supervisors.

Strategies developed to increase the level of neighborhood input include encouraging Police personnel at all levels to become involved in community groups, and distributing problem identification survey questionnaires within neighborhoods annually.

Improving the ability for the public to contact their beat officers will be accomplished by implementing a voice mail system for all beat officers and supervisors.

Focus on Neighborhood Priorities

In addition to understanding neighborhood problems, the Police Department must focus on neighborhood priorities.

To achieve this objective, strategies developed include identifying problems within current beats and establishing a baseline for evaluation, and conducting problem solving meetings of beat sergeants and officers to develop strategies and tactics to resolve top priority problem.

Additional strategies include developing specific monthly objectives and targets for directed patrol in each beat based on neighborhood input, developing a beat problem and action tracking system, and increasing the amount of Patrol time available for directed patrol to work on specific objectives.

Increase Neighborhood Commitment of Officers

Beat officers and supervisors who are committed to neighborhoods will more effectively provide neighborhood security and solve neighborhood problems.

Strategies developed to increase neighborhood commitment of officers include encouraging beat continuity by attempting to maintain patrol officers within a beat for a minimum of one to

two years. Incorporating beat health and neighborhood awareness of Police activities in the performance evaluations of police officers will also raise officer commitment to neighborhoods.

Increase Neighborhood Involvement

In addition to Police personnel, there are many others working in neighborhoods including City workers, utility workers, postal employees, and many more. The Department will encourage these individuals to provide information to or assist the Police in solving neighborhood problems.

Objectives and Strategies

The objectives adopted by the Police Department to accomplish the goal of providing neighborhood security and solving neighborhood problems are presented on the following page. Specific strategies to accomplish each objective are provided in more detail on pages A-48 through A-54 in the appendix of this report.

Goal 8:

**Provide Neighborhood Security and
Solve Neighborhood Problems**

Objectives:

8.1 Increase Neighborhood Input

Increase the level of input from individual neighborhoods on problems and priorities within each neighborhood.

8.2 Focus on Neighborhood Priorities

Focus Police resources on issues and priorities of individual neighborhoods.

8.3 Increase Neighborhood Commitment of Officers

Increase the level of commitment and continuity of patrol officers within neighborhoods to improve community interaction.

8.4 Increase Neighborhood Involvement

Increase the level of involvement in solving neighborhood problems by individuals in neighborhoods.

GOAL 9:
REDUCE PROSTITUTION
AND LEWD BEHAVIOR

REDUCE PROSTITUTION
AND LEWD BEHAVIOR

Goal 9:

**Reduce Prostitution and
Lewd Behavior**

Objectives:

9.1 Strengthen Prostitution and Lewd Behavior Enforcement

Develop targeted Department-wide enforcement objectives and provide improved enforcement tools.

9.2 Increase Community Involvement

Leverage community resources and involvement in reducing prostitution and lewd behavior.

9.3 Increase Coordination With Others

Increase the level of coordination with others involved in prostitution and lewd behavior enforcement activities.

9.5 Modify Existing Laws

Modify and strengthen existing laws and ordinances related to prostitution and lewd behavior.

**PROSTITUTION AND LEWD
BEHAVIOR ABATEMENT**

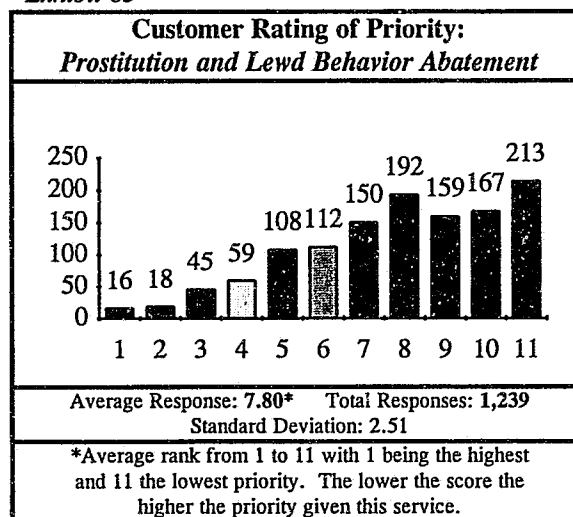
Prostitution is the violation of law prohibiting the exchange of sexual activity for payment. Lewd behavior is the exposure of sexual organs, or participating in a sexual act, in a public location. The Police Department responds to these crimes with proactive enforcement programs based on citizen complaints.

Customers Rank Reducing Prostitution and Lewd Behavior As A Low Priority

Reducing the level of prostitution and lewd behavior within the City was ranked as the ninth priority service of eleven services expected or desired of the Police Department.

A total of only 6% of the customers completing the questionnaire ranked this service among their top three priority services. Thirty-five percent of all customers ranked reducing the level of prostitution and lewd behavior in the City from 4th to 7th in priority, and 59% ranked it as 8th or lower in priority. A total of 17% of customers ranked this service as their last priority.

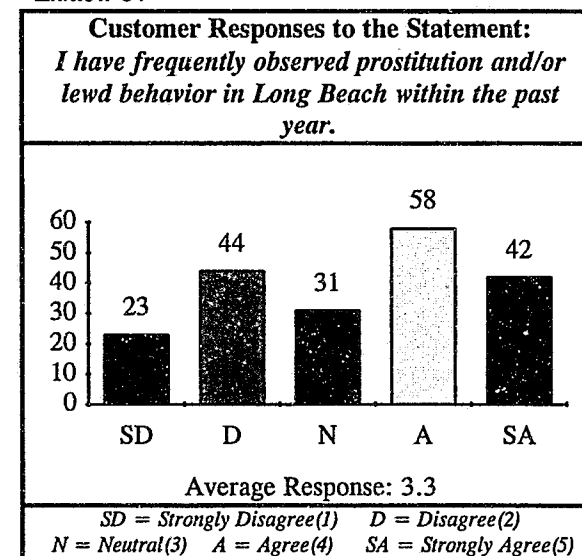
Exhibit 63

*Some Customers Frequently See and Are Negatively Affected by Prostitution and Lewd Behavior*

The Department was interested in customers' perspectives on how frequently they observe prostitution activity or lewd behavior in the City and if it negatively affects them.

Half of the customers completing the survey agreed they have frequently observed prostitution or lewd behavior in Long Beach. Only 34% disagreed, with the remaining 16% responding neutrally.

Exhibit 64

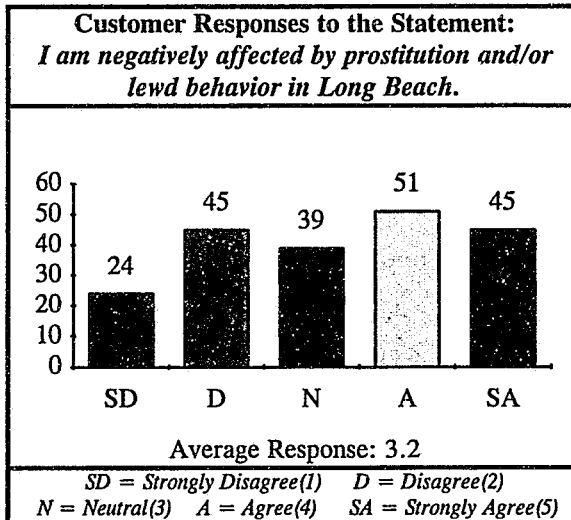


A slightly smaller percentage, 47%, agreed they are negatively affected by prostitution and lewd behavior in Long Beach. Again, 34% disagreed, with the remaining 19% responding neutrally.

IMPROVING CUSTOMER SERVICE:
GOAL 9: REDUCE PROSTITUTION AND LEWD BEHAVIOR

*Strategic Plan of the
 Long Beach Police Department*

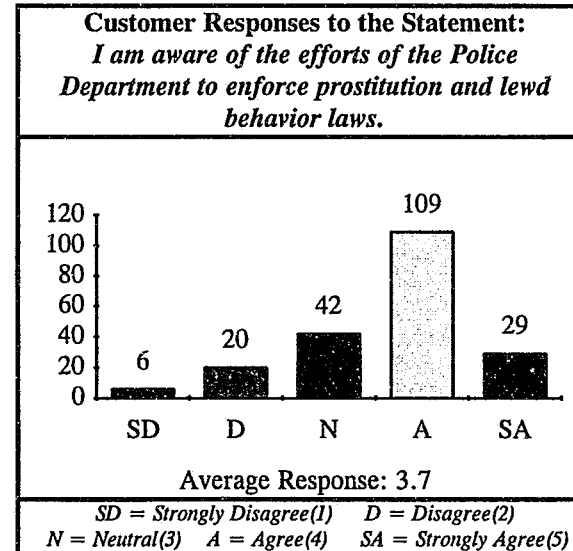
Exhibit 65



Some Customers Are Not Satisfied With Efforts to Address Prostitution and Lewd Behavior

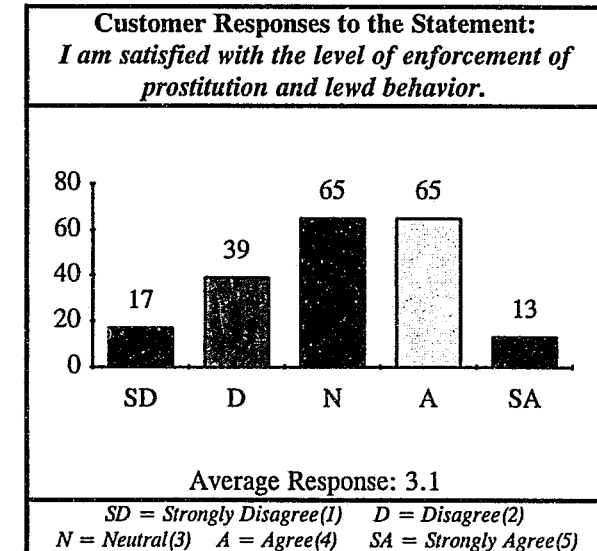
The Department was also interested in whether customers are aware of the Police Department's enforcement efforts, and if they are satisfied with those efforts. A majority, 67%, agreed they are aware of the efforts of the Police Department to enforce prostitution and lewd behavior laws. Only 13% disagreed, with the remaining 20% responding neutrally.

Exhibit 66



A smaller number, 39%, agreed they are satisfied with the level of enforcement of prostitution and lewd behavior laws. A total of 28% disagreed, with the remaining 33% responding neutrally.

Exhibit 67



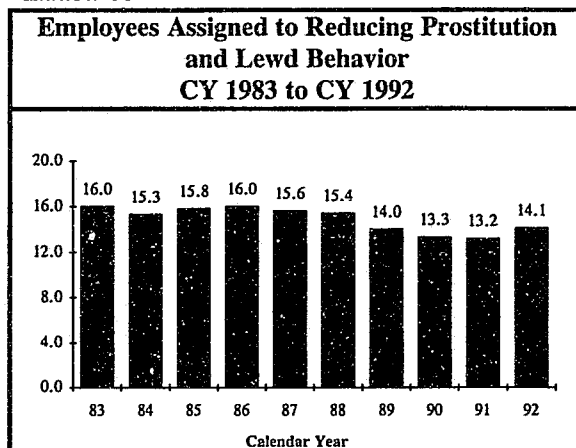
Employees Dedicated to Reducing Prostitution and Lewd Behavior Have Decreased Slightly

The number of employees providing vice investigative services decreased from 16.0 in 1983 to 14.1 in 1992, 11.9% below the level in 1983.

IMPROVING CUSTOMER SERVICE:
GOAL 9: REDUCE PROSTITUTION AND LEWD BEHAVIOR

**Strategic Plan of the
 Long Beach Police Department**

Exhibit 68

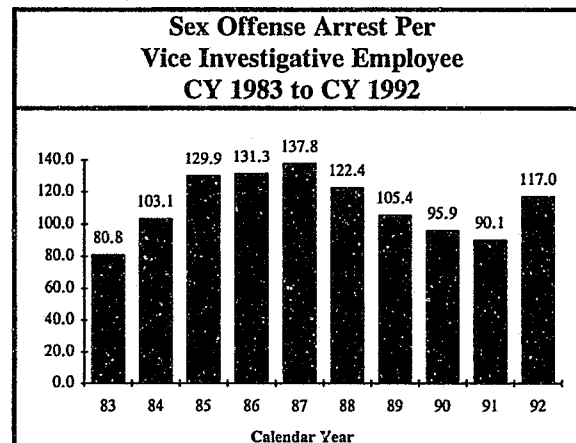


Arrests Per Employee Have Increased

Between 1983 and 1992, the number of sex offense arrests per vice investigations employee increased 80.8 to 117.0, an increase of 44.8%.

Between 1987 and 1991, the Department did not give prostitution and lewd behavior enforcement a high priority. Vice enforcement efforts have since been refocused on local problems.

Exhibit 69



Long Beach Arrests Above the Average of Other California Cities

We compared the number of vice arrests per employee assigned as an indication of both the work load and effectiveness of vice investigators.

Long Beach ranked fourth of the ten cities in the number of vice arrests per employee assigned, with 114. Fresno, San Francisco, and Sacramento had more arrests per employee assigned. Long Beach was above the average of 91 arrests per employee assigned for the ten cities.

Exhibit 70

Comparison of Vice Arrest Per Employee Dedicated to Vice Crime in FY 1992		
Rank	City	Number
1.	Fresno	162
2.	San Francisco	158
3.	Sacramento	133
4.	Long Beach	114
5.	Oakland	85
6.	Anaheim	67
7.	Santa Ana	62
8.	Los Angeles	57
9.	San Diego	53
10.	San Jose	25
Average		91

**THE POLICE DEPARTMENT'S PLAN TO
 REDUCE PROSTITUTION AND LEWD
 BEHAVIOR**

Although prostitution and lewd behavior is a relatively low priority to the customers of the Police Department, it is still important to a large number of Long Beach residents.

To ensure the Police Department is able to meet customer expectations in the future it has adopted the goal of reducing prostitution and lewd behavior. The

Department has established four objectives to reach this goal:

- ✓ Strengthen prostitution and lewd behavior enforcement
- ✓ Increase community involvement
- ✓ Increase coordination with others
- ✓ Modify existing laws.

Strengthen Prostitution and Lewd Behavior Enforcement

Strategies to strengthen prostitution and lewd behavior enforcement involve refocusing abatement efforts as a Department-wide responsibility and establishing clear and consistent direction for enforcement efforts. Strategies developed also include coordinating patrol and vice enforcement activities, and providing comprehensive training on vice enforcement methods.

Strengthening prostitution and lewd behavior enforcement efforts demand increased visibility of patrol personnel in vice problem areas and higher levels of patrol time available for directed patrol and enforcement activity. It also requires that police personnel be supplied with appropriate surveillance equipment and have access to automated

information systems of vice violators and their conditions of probation.

Increase Community Involvement

Active community involvement is necessary to reduce prostitution and lewd behavior. The community and the Police Department need to build a closer partnership and develop and maintain open communication channels to effectively reduce vice activity in the City.

Strategies to increase community involvement include obtaining input from community and neighborhood groups on vice problems and focusing enforcement activities on these problems. Other strategies include encouraging and assisting the media to develop stories on the victims of illegal vice activity and the threat of sexually transmitted diseases, and identifying opportunities for the community to assist in reducing illegal vice activity.

Increasing community involvement also involves developing a public information campaign to create a philosophy of reducing illegal vice activity in the community, and establishing programs

that can be implemented by community groups to impact illegal vice activity.

Increase Coordination With Others

In addition to community involvement, reducing illegal vice activity requires increased coordination with City Departments, police agencies in the region, and others involved in the criminal justice system.

To achieve this objective, the Department plans to develop a City-wide cooperative effort to reduce locations that cater or allow vice activity through zoning or code enforcement, revocation of businesses licenses, citation for health violations, and other City enforcement activity.

The Police Department will also participate with regional, State, and Federal law enforcement agency efforts to identify innovative methods for reducing illegal vice activity.

Finally, the Police Department will develop a working group of Department vice enforcement personnel, District Attorney vice prosecutors, and judges to prepare a common strategy for

addressing illegal vice problems, and to improve the relationship with County Parole and Probation agencies.

Modify Existing Laws

Accomplishing the goal of reducing illegal vice activity would be assisted by the modification and strengthening of existing laws and ordinances. The Police Department plans to work with regional law enforcement agencies, prosecutors, and judges to identify and implement changes in laws related to illegal vice activity, and to use the City's State and Federal lobbyists to influence legislation for reducing illegal vice activity.

Objectives and Strategies

The objectives adopted by the Police Department to accomplish the goal of reducing prostitution and lewd behavior are presented on the following page. Specific strategies to accomplish each objective are provided in more detail on pages A-55 through A-60 in the appendix of this report.

Goal 9:

**Reduce Prostitution and
Lewd Behavior**

Objectives:

9.1 Strengthen Prostitution and Lewd Behavior Enforcement

Develop targeted Department-wide enforcement objectives and provide improved enforcement tools.

9.2 Increase Community Involvement

Leverage community resources and involvement in reducing prostitution and lewd behavior.

9.3 Increase Coordination With Others

Increase the level of coordination with others involved in prostitution and lewd behavior enforcement activities.

9.5 Modify Existing Laws

Modify and strengthen existing laws and ordinances related to prostitution and lewd behavior.

**GOAL 10:
IMPROVE TRAFFIC SAFETY
ENFORCEMENT**

**IMPROVE TRAFFIC
SAFETY**

Goal 10:

**Improve Traffic
Safety Enforcement**

Objectives:

10.1 Improve Traffic Safety Enforcement

Expand the targeting of traffic enforcement efforts and implement new technologies.

10.2 Increase Community Involvement in Traffic Safety

Leverage community organizations and expand community input and education on traffic safety.

10.3 Increase Coordination With Others In Traffic Safety

Increase coordination and involvement with City and regional traffic operations.

**IMPROVING CUSTOMER SERVICE:
GOAL 10: IMPROVE TRAFFIC SAFETY**

**Strategic Plan of the
Long Beach Police Department**

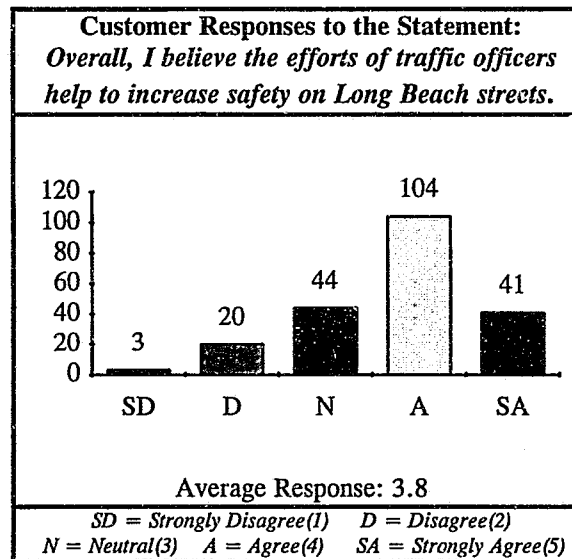
A well run traffic safety program insures the efficient movement of vehicular traffic while minimizing loss of life, personal injury, and property damage.

The Department maintains traffic safety by enforcing traffic and parking laws, conducting special enforcement on commercial large truck traffic, investigating traffic accidents, providing school crossing guards, recognizing drivers impaired through drugs or alcohol, and making driving under the influence arrests.

Customers Feel Traffic Safety Efforts Help Increase Safety

The majority of Police Department customers believe the efforts of traffic officers help to increase safety on Long Beach streets. Results of our customer survey show that 68% agree, 11% disagree, and 21% are neutral.

Exhibit 71

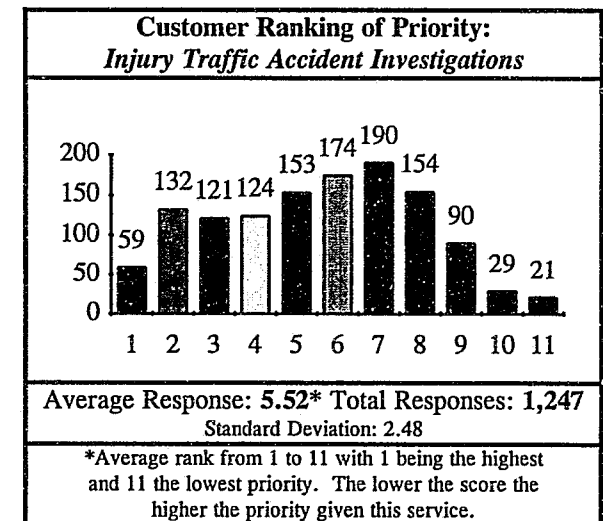


Customers Rank Injury Traffic Accident Investigations Their Sixth Priority Of Eleven

Of the services provided by the Department, customers ranked investigations of traffic accidents resulting in injuries as the sixth highest priority service expected or desired of the Police Department. A total of 5% of the customers ranked this service as their top priority, with 20% ranking it as either 2nd or 3rd. Fifty-one percent of

customers ranked providing injury traffic accident investigations from 4th to 7th in priority, and 24% ranked it as 8th or lower in priority.

Exhibit 72



Customers Rank Non-Injury Traffic Accident Investigations Their Tenth Highest Priority

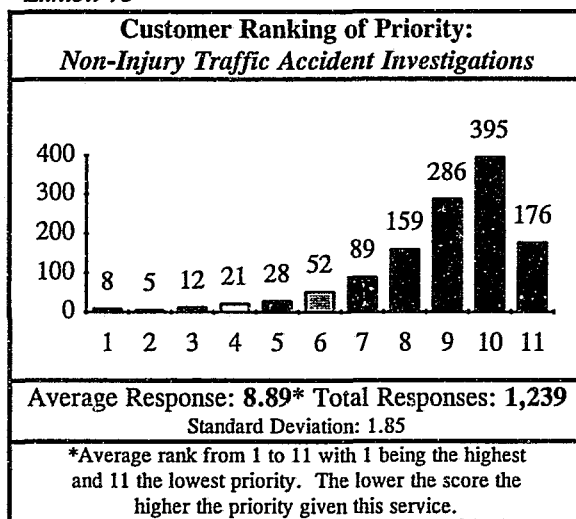
Customers ranked investigations of traffic accidents that did not result in injuries as the 10th highest priority, or next to last, service expected or desired of the Police Department. Only 2% of

**IMPROVING CUSTOMER SERVICE:
GOAL 10: IMPROVE TRAFFIC SAFETY**

**Strategic Plan of the
Long Beach Police Department**

the customers completing the survey questionnaire ranked this service among the top three priority services. Fifteen percent of customers ranked investigating non-injury traffic accidents from 4th to 7th in priority, and 83% ranked it as 8th or lower in priority. A total of 14% of the customers ranked this service as their last priority.

Exhibit 73

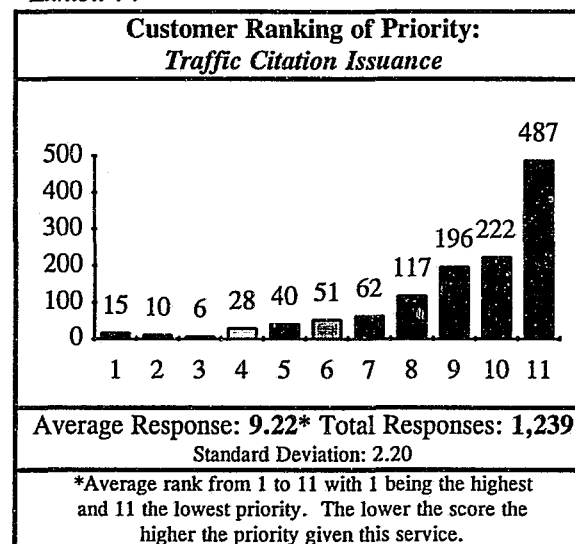


Customers Rank Traffic Citation Investigations Their Lowest Priority

While they feel enforcement of traffic laws should be a high priority,

customers ranked issuance of traffic citations as the 11th, or lowest, priority service expected or desired of the Department. Only 3% of the customers ranked this service among their top three priority. Fifteen percent of customers ranked traffic citation issuance from 4th to 7th in priority, and 83% ranked it as 8th or lower. A total of 39% of customers ranked this service as their last priority.

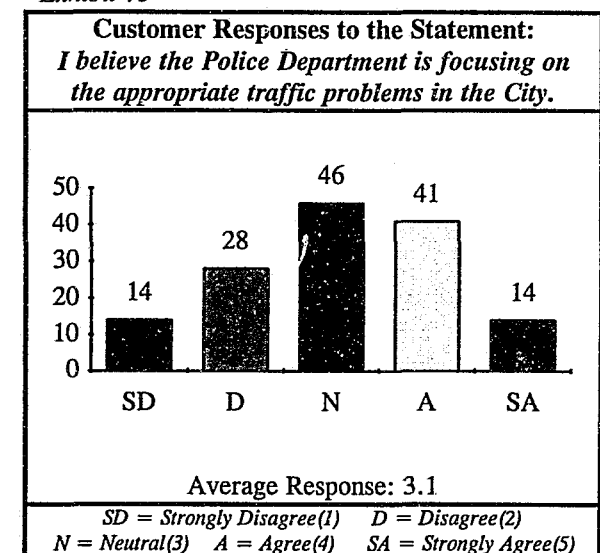
Exhibit 74



Customers Not Satisfied With Focus of Traffic Safety Efforts

The Department was interested in whether the customers of the Department believe it is focusing on the appropriate traffic problems in the City. Less than a majority, 38%, agreed the focus is appropriate. Thirty percent disagreed the focus is appropriate, and a large number, 32%, were neutral.

Exhibit 75



**IMPROVING CUSTOMER SERVICE:
GOAL 10: IMPROVE TRAFFIC SAFETY**

**Strategic Plan of the
Long Beach Police Department**

**Long Beach Ranks Near the Average In
Number of Traffic Fatalities**

As an indication of how effective the traffic services provided by the Long Beach Police Department are, we compared the number of traffic fatalities per 100,000 population in 1992. Long Beach ranked fifth of the ten cities compared with an average of 10 traffic fatalities per 100,000 population in 1992. Oakland, Sacramento, Fresno, and Los Angeles had higher rates. Long Beach was slightly above the average of 9.8.

Exhibit 76

Traffic Fatalities Per 100,000 Population in CY 1992		
Rank	City	Number
1.	Oakland	12.9
2.	Sacramento	12.2
3.	Fresno	10.8
4.	Los Angeles	10.4
5.	Long Beach	10.0
6.	San Diego	9.3
7.	San Francisco	8.2
8.	Anaheim	7.9
9.	Santa Ana	6.9
10.	San Jose	6.6
	Average	9.8

**Long Beach Ranks High In Resources
Devoted to Traffic Safety**

Long Beach ranked second of seven cities we were able to compare in traffic expenditures per traffic citation issued, spending \$147 for each citation issued in 1992. This is well above the average for the seven cities.

Exhibit 77

Expenditure Per Traffic Citation Issued in FY 1992		
Rank	City	Number
1.	Santa Ana	\$186
2.	Long Beach	\$147
3.	Anaheim	\$124
4.	Sacramento	\$82
5.	Oakland	\$65
6.	San Jose	\$57
7.	San Diego	\$56
8.	Los Angeles	NA
9.	San Francisco	NA
10.	Fresno	NA
	Average	\$102

**Long Beach Ranks Near the Average In
Traffic Citations Per Traffic Employee**

As a measure of how busy the traffic section of the Long Beach Police Department is we compared the number of citations issued per employee. Long

Beach ranked fourth of the eight cities we were able to compare, issuing an average of 702 traffic citations per employee in 1992. This placed Long Beach just below the average of 731 for the eight cities.

Exhibit 78

Traffic Citations Per Traffic Employee in FY 1992		
Rank	City	Number
1.	Sacramento	920
2.	Santa Ana	916
3.	Anaheim	801
4.	Long Beach	702
5.	Oakland	688
6.	San Diego	612
7.	Los Angeles	478
8.	Fresno	NA
9.	San Francisco	NA
10.	San Jose	NA
	Average	731

DUI Arrests Per Traffic Employee

Of the seven cities we were able to compare, Long Beach ranked tied for second with Los Angeles in DUI arrests, with 18 DUI's per traffic employee in 1992. This is above the average of 15 for the seven cities.

**IMPROVING CUSTOMER SERVICE:
GOAL 10: IMPROVE TRAFFIC SAFETY**

**Strategic Plan of the
Long Beach Police Department**

Exhibit 79

DUI Arrest Per Traffic Employee in FY 1992		
Rank	City	Number
1.	Sacramento	22
2.	Long Beach	18
2.	Los Angeles	18
4.	Santa Ana	17
5.	Anaheim	14
6.	San Diego	12
7.	Oakland	1
8.	Fresno	NA
9.	San Francisco	NA
10.	San Jose	NA
Average		15

**THE POLICE DEPARTMENT'S PLAN TO
IMPROVE TRAFFIC SAFETY**

presents a considerable challenge to the Police Department. To accomplish the goal of improving traffic safety the Department has adopted the following objectives and strategies.

- ✓ Improve traffic safety enforcement
- ✓ Increase community involvement in traffic safety
- ✓ Increase coordination with others involved in traffic safety.

Improve Traffic Safety Enforcement

Traffic law enforcement to maintain safety on City streets helps minimize the loss of life and property damage. The Department is committed to improving the traffic safety enforcement services provided to the community.

To achieve the objective of improving traffic safety enforcement, the Department plans to expand and automate the targeting of traffic enforcement to areas with high traffic accident occurrence, to track technological developments in traffic flow monitoring and traffic citation issuance.

The Department will also expand the use of reserves in traffic safety enforcement, increase commercial traffic enforcement with funding from the Port of Long Beach, and expand Driving Under the Influence (DUI) checkpoint use.

The Department also intends to increase training in the use of radar, drug recognition, and accident investigation, as well as providing training to improve the quality of reports taken in the field.

**Increase Community Involvement in
Traffic Safety**

Community involvement has a positive affect on traffic safety. Combined efforts of police agencies and community groups such as Mothers Against Drunk Driving (MADD), has reduced the number of drunk driving related accidents. The Police Department will encourage community group involvement to ensure this trend continues.

Increasing community involvement will require the Police Department to encourage the community to develop organizations and programs such as Mothers Against Drunk Drivers (MADD), Students Against Drunk Driving (SADD), Safe Ride Home. The Police Department will also work with community groups to expand innovative traffic safety programs.

The Department will develop and maintain a close relationship with the community by communicating traffic enforcement activities in specific neighborhoods and encouraging the community to provide information on traffic problems within the City.

IMPROVING CUSTOMER SERVICE:
GOAL 10: IMPROVE TRAFFIC SAFETY

*Strategic Plan of the
Long Beach Police Department*

***Increase Coordination with Others
Involved In Traffic Safety***

The Police Department shares the responsibility of ensuring traffic safety with the City's traffic engineers and others involved in traffic planning and traffic law enforcement in the region.

The Police Department will increase coordination and communication with the City's traffic engineers to identify traffic problems and develop long-term solutions. It will also encourage the consolidation of regional traffic safety planning and enforcement.

Objectives and Strategies

The objectives adopted by the Police Department to accomplish the goal of improving traffic safety are presented on the following page. Specific strategies to accomplish each objective are provided in more detail on pages A-61 through A-65 in the appendix of this report.

Objectives:

Goal 10:

**Improve Traffic
Safety Enforcement**

10.1 Improve Traffic Safety Enforcement

Expand the targeting of traffic enforcement efforts and implement new technologies.

10.2 Increase Community Involvement in Traffic Safety

Leverage community organizations and expand community input and education on traffic safety.

10.3 Increase Coordination With Others In Traffic Safety

Increase coordination and involvement with City and regional traffic operations.

GOAL 11:
IMPROVE SERVICES THAT SUPPORT
PATROL AND INVESTIGATIONS

Objectives:

Goal 11:

**Improve Services That Support
Patrol and Investigations**

11.1 Provide Effective Jail Services

Support patrol and detective services by providing cost-effective prisoner processing, booking, and detention services.

11.2 Provide Effective Records Management Services

Support patrol and detective services by providing accurate and timely preparation and processing of crime and arrest reports, and ensuring files are well maintained and available when needed.

11.3 Keep the Community Well Informed

Ensure the community is well informed of the police issues affecting them.

11.4 Investigate Complaints of Police Misconduct

Ensure responsive and appropriate action taken to investigate complaints from the public and from within the Department.

IMPROVING SUPPORT SERVICES:

GOAL 11: IMPROVE SERVICES THAT SUPPORT PATROL AND INVESTIGATIONS

Strategic Plan of the Long Beach Police Department

In addition to direct services provided to the public, the Long Beach Police Department provides indirect services that support patrol and investigations. Major areas of support include jail services, records management, community relations, and internal affairs.

Jail Services

Jail-related services is a primary support service of the Department. The function involves prisoner processing, bookings, detention, and food services. Jail services are provided for male, female, and juvenile prisoners.

Long Beach is one of the few full-service police departments in the State that provide their own jail. This allows the Department increased flexibility in enforcing local priorities, access to suspects during investigations, and increased likelihood convicted prisoner sentences will be served.

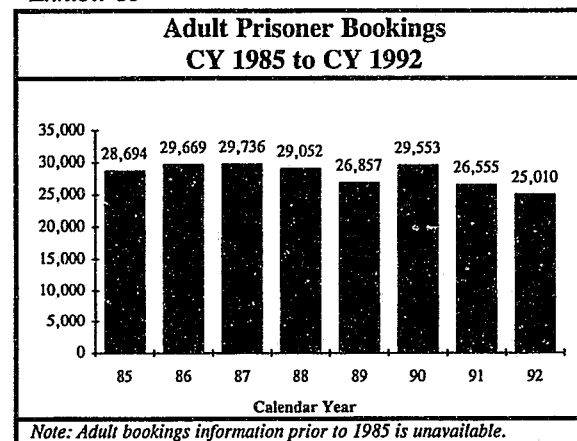
The costs and personnel associated with operating the jail increase the Department's overall costs and number of employees. This often makes Long Beach police operations look more

expensive when compared to departments that do not operate a jail.

Prisoner Bookings Have Declined

The number of adult prisoners booked by the Department has declined from 28,694 in 1985 to 25,010 in 1992. The difference between the 1985 and 1992 levels represents a 12.8% decrease, or an average decline of 1.9% per year.

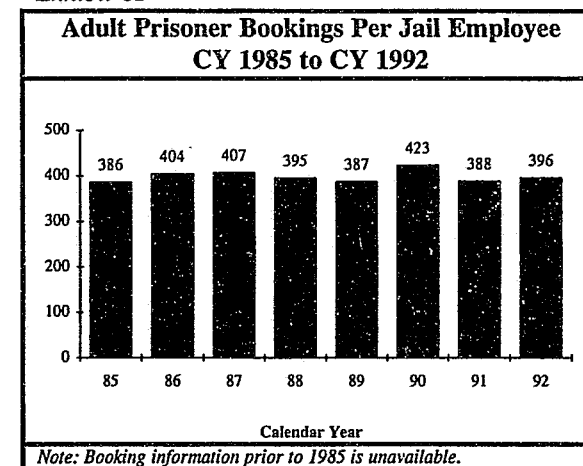
Exhibit 80



One reason for the decline is the contract with the LASD to police part of the City. Prisoners arrested by the Sheriff were booked at the LASD facility in Lakewood.

From 1985 to 1992 the number of adult prisoner bookings per jail employee increased from 386 to 396 in 1992. The difference between the 1985 and 1992 levels represents a 2.6% increase.

Exhibit 81



Providing Effective Jail Services

Providing effective jail services that adequately support patrol and detective operations is important to the success of the Police Department. Given the public's demand to increase safety in the community and the rising costs in supplying jail services, the Department must identify innovative methods to

ensure the availability of adequate and cost effective detention facilities.

The Department has identified options for ensuring the availability of sufficient jail facilities including more effectively using existing jail facilities by citing rather than booking low-risk offenders, renovating existing jail facilities, constructing jails in substations, and pursuing the development of a regional facility with the County of Los Angeles.

Providing jail services requires specific knowledge and skills outside those of providing patrol or investigative services. Establishing permanent jail positions including jail booking sergeants and assigning police recruits to jail security on a rotation basis would help ensure the Department maintains necessary expertise in detention services.

Furthermore, providing jail services presents an opportunity for revenue generation. The Police Department will pursue enhancing the cost-effectiveness of providing jail services by contracting with federal, state, and other city prisons and jails to provide these service for them.

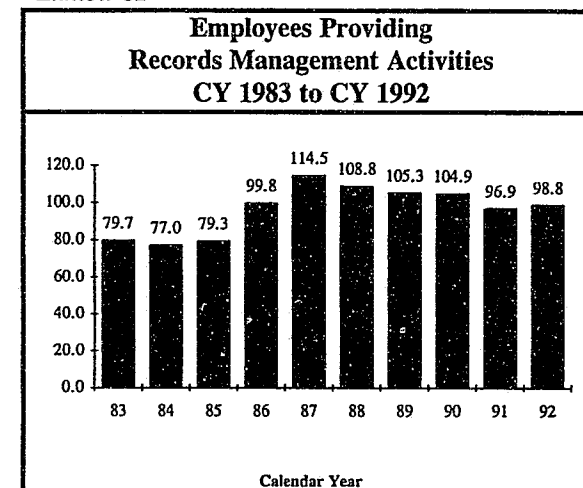
Records Management

Records management is another major support function in the Department. It involves processing crime and arrest reports, preparing monthly statistical reports, and maintaining files of individuals arrested.

Long Beach operates its records function 24 hours each day, 7 days each week. This provides for the timely completion of crime reports and access to criminal records.

The number of employees providing records management services increased 24% during the ten-year period 1983 through 1992. In 1983, the number of records employees totaled 79.7 rising to 98.8 in 1992.

Exhibit 82



In comparison with police agencies of the ten largest cities in the State, Long Beach ranked second in percentage of total employees devoted to providing records services, with 8.4%. Long Beach ranked significantly above the average of 5.9% for the ten cities.

IMPROVING SUPPORT SERVICES:**GOAL 11: IMPROVE SERVICES THAT SUPPORT PATROL AND INVESTIGATIONS****Strategic Plan of the
Long Beach Police Department***Exhibit 83*

Comparison of Percentage of Total Employees Providing Police Records Services in FY 1992		
Rank	City	Number
1.	Sacramento	8.6%
2.	Long Beach	8.4%
3.	San Jose	7.9%
4.	Fresno	7.5%
5.	Anaheim	6.8%
6.	Santa Ana	6.4%
7.	Oakland	5.8%
8.	San Diego	3.6%
9.	Los Angeles	3.1%
10.	San Francisco	0.6%
Average		5.9%

Long Beach ranked eighth of the nine cities we were able to compare in the number of sworn employees per police records employees with 8. Only Sacramento had fewer sworn employees per records employee.

Long Beach also had substantially fewer sworn employees per records employee than the average of 12.1 for the nine cities we were able to compare.

Exhibit 84

Comparison of Sworn Employees Per Police Records Employee in FY 1992		
Rank	City	Number
1.	Los Angeles	24.0
2.	San Diego	20.2
3.	Oakland	10.8
4.	Santa Ana	10.7
5.	Anaheim	9.7
6.	San Jose	9.2
7.	Fresno	8.8
8.	Long Beach	8.0
9.	Sacramento	7.3
10.	San Francisco	NA
Average		12.1

In addition, Long Beach ranked seventh in the ratio of sergeants and police officers per records employee, with 4.5, of the eight cities we were able to compare.

Long Beach also ranked substantially below the average of 6.67 for the eight cities.

Exhibit 85

Comparison of Patrol Sergeants and Police Officers Per Police Records Employee in FY 1992		
Rank	City	Number
1.	San Diego	11.7
2.	Santa Ana	6.3
3.	Oakland	6.1
4.	Fresno	5.8
5.	San Jose	5.5
6.	Anaheim	4.6
7.	Long Beach	4.5
8.	Sacramento	4.4
9.	Los Angeles	NA
10.	San Francisco	NA
Average		6.67

Providing Effective Records Management Services

Providing effective records management services is crucial to the daily operations of the Police Department. Crime and arrest information processed by records management services must be accurate, timely, and readily accessible to patrol and detective personnel.

Fundamental to effective records management services is the preparation of high quality crime and arrest reports. To ensure the Department produces

IMPROVING SUPPORT SERVICES:

GOAL 11: IMPROVE SERVICES THAT SUPPORT PATROL AND INVESTIGATIONS

Strategic Plan of the Long Beach Police Department

quality crime reports supervisors will review reports prior to submission.

In addition, technological innovations present opportunities to enhance the Department ability to provide effective records management services. Conversion of paper records to CD-ROM, field telephonic dictation capability, voice recognition technology, and limited access to Police records by members of the community (i.e., insurance companies) are a few examples of technological innovations that the Department will explore to improve their records management services.

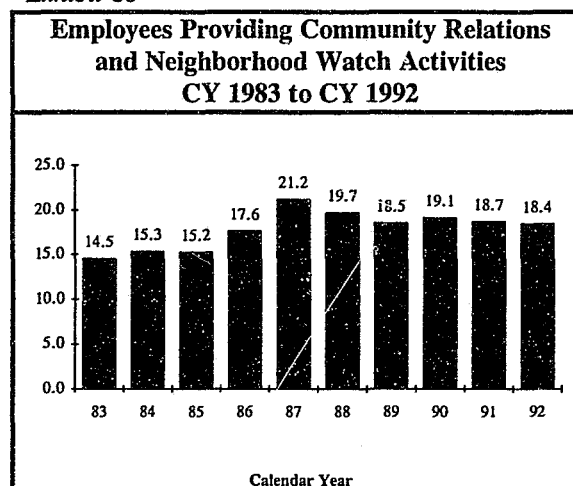
Community Relations

The community relations function serves as a link between the Department and the public. Community relations staff work with public advisory and neighborhood groups to keep the community informed of police and related issues, as well as to obtain suggestions from the public for improvements to the Department.

The number of employees providing community relations and neighborhood watch programs increased from 14.5 in

1983 to 18.4 in 1992, or 26.9% above the 1983 level.

Exhibit 86



Long Beach ranked fifth of the eight cities we were able to compare in percentage of total Department employees devoted to providing community relations services, with 1.68%. Long Beach ranked above the average of 1.6%.

Exhibit 87

Comparison of Percentage of Total Department Employees Devoted to Community Relations Services in FY 1992		
Rank	City	Number
1.	Anaheim	1.90%
2.	Santa Ana	1.85%
3.	San Diego	1.81%
4.	Fresno	1.78%
5.	Long Beach	1.68%
6.	Sacramento	1.68%
7.	San Jose	1.23%
8.	Oakland	0.88%
9.	Los Angeles	NA
10.	San Francisco	NA
Average		1.60%

Keeping the Community Well Informed

The Police Department understands the importance of maintaining a close partnership with the community and keeping the public well informed of police issues. Maintaining and expanding this relationship requires the Department enhance communication with and feedback from the community.

To keep the community well informed on police issues, the Department must improve communication channels within and outside the Department. To achieve

IMPROVING SUPPORT SERVICES:

GOAL 11: IMPROVE SERVICES THAT SUPPORT PATROL AND INVESTIGATIONS

**Strategic Plan of the
Long Beach Police Department**

this, the Department will increase communications between community relations staff and police officers, expand the level of training for community relations personnel, expand the Public Information Officer program, work with local newspapers to establish a weekly Police newspaper column, and produce a Police cable television program.

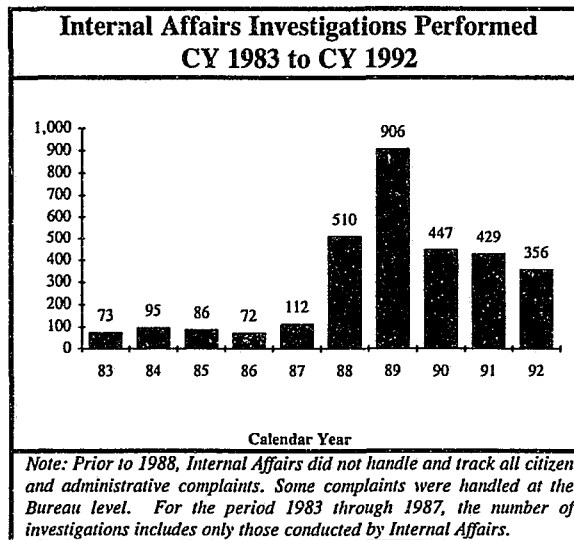
Internal Investigations

The LBPd's Internal Affairs Division investigates complaints of misconduct made by the public and complaints initiated from within the Department. The Division reports directly to the Chief.

Over the past ten years, the number of investigations performed by Internal Affairs increased from 73 in 1983 to 356 in 1992.

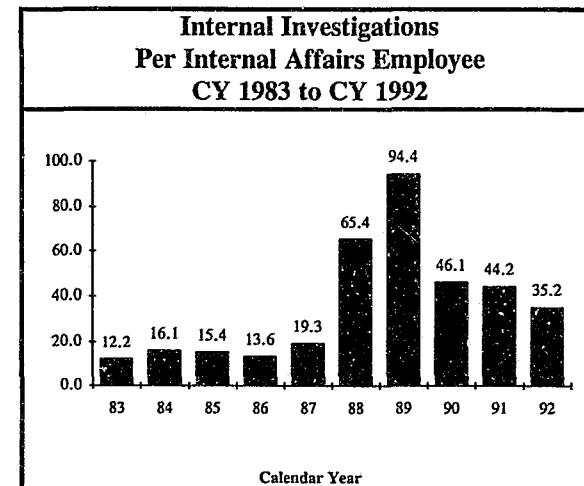
One reason for the large increase is that prior to 1987 Internal Affairs did not handle and track all complaints. Some complaints were handled at the Bureau level. After 1987, Internal Affairs investigated all complaints received.

Exhibit 88



Investigations per Internal Affairs employee increased from 12.2 in 1983 to 35.2 in 1992.

Exhibit 89



In comparison with police agencies in the ten largest cities in California, Long Beach ranked second in the percentage of total employees devoted to providing internal affairs investigations, with .94%. Only San Diego had a larger percentage of its employees devoted to internal affairs investigations. Long Beach ranked substantially above the average of .61% for the ten cities.

IMPROVING SUPPORT SERVICES:

GOAL 11: IMPROVE SERVICES THAT SUPPORT PATROL AND INVESTIGATIONS

*Strategic Plan of the
Long Beach Police Department*

Exhibit 90

Comparison of Percentage of Total Department Employees Devoted to Internal Affairs in FY 1992		
Rank	City	Number
1.	San Diego	1.02%
2.	Long Beach	0.94%
3.	Los Angeles	0.72%
4.	Santa Ana	0.67%
5.	San Jose	0.66%
6.	Fresno	0.59%
7.	Oakland	0.53%
8.	Sacramento	0.41%
9.	San Francisco	0.39%
10.	Anaheim	0.19%
	Average	0.61%

Long Beach had the fewest number of sworn employees, 68, per internal affairs investigator of the ten cities, ranking it tenth. Long Beach was also well below the average of 140 for the ten cities.

Exhibit 91

Comparison of Number of Sworn Employees Per Internal Affairs Employee in FY 1992		
Rank	City	Number
1.	Anaheim	349
2.	San Francisco	209
3.	Sacramento	154
4.	Oakland	119
5.	Fresno	112
6.	San Jose	110
7.	Los Angeles	104
8.	Santa Ana	102
9.	San Diego	71
10.	Long Beach	68
	Average	140

Long Beach had the second highest rate of citizen complaints per sworn employee with .71. Only San Diego had a higher rate of citizen complaints per sworn employee.

Long Beach also had a substantially higher number of citizen complaints per sworn employee than the average of .45 for the nine cities we were able to compare.

Exhibit 92

Comparison of Citizen Complaints Per Sworn Employee in FY 1992		
Rank	City	Number
1.	San Diego	0.93
2.	Long Beach	0.71
3.	Oakland	0.60
4.	Los Angeles	0.37
5.	Anaheim	0.34
6.	San Jose	0.32
7.	Santa Ana	0.32
8.	Sacramento	0.28
9.	Fresno	0.21
10.	San Francisco	NA
	Average	0.45

Investigating Complaints of Police Misconduct

The public's confidence in the Police Department has declined to a level unacceptable to the Department. (See Exhibits 10 and 11 on page 16 of this report.) The Department realizes that regaining and maintaining the public trust is critical to its success.

To help build the public confidence, the Department will take responsive and appropriate actions to investigate legitimate complaints from the public and from within the Department regarding police misconduct. To accomplish this,

the Department will develop training for supervisors in identifying and recognizing warning signs indicating problems before they become complaints, and will evaluate sustained Internal Affairs cases to identify common factors and characteristics so that steps can be taken to address the root factors.

At the same time, the Department will employ a balanced approach to investigating complaints, making certain to expend the appropriate level of resources reviewing minor or illegitimate complaints.

Methods to ensure the Department uses the appropriate level of resources to investigate complaints include revising the Internal Affairs approach to investigate and resolve complaints at the point they are made, reviewing the minimum standards for a complaint to become an Internal Affairs case, and reviewing standards related to the Early Warning System.

Objectives and Strategies

The objectives adopted by the Police Department to accomplish the goal of improving support services are presented

on the following page. Specific strategies to accomplish each objective are provided in more detail on pages A - 66 through A - 72 in the appendix of this report.

Objectives:

Goal 11:

**Improve Services That
Support Patrol and
Investigations**

11.1 Provide Effective Jail Services

Support patrol and detective services by providing cost-effective prisoner processing, booking, and detention services.

11.2 Provide Effective Records Management Services

Support patrol and detective services by providing accurate and timely preparation and processing of crime and arrest reports, and ensuring files are well maintained and available when needed.

11.3 Keep the Community Well Informed

Ensure the community is well informed of the police issues affecting them.

11.4 Investigate Complaints of Police Misconduct

Ensure responsive and appropriate action taken to investigate complaints from the public and from within the Department.

GOAL 12:
MAXIMIZE THE EFFECTIVENESS
OF HUMAN RESOURCES

Goal 12:

**Maximize the Effectiveness
of Human Resources**

Objectives:

12.1 Match Work Load and Personnel

Establish work load indicators and define appropriate levels of work load, staff at a level to meet the work load.

12.2 Involve Employees in Problem Solving

Involve employees in developing solutions to problems or strategies for delivering services.

12.3 Maintain a Motivated and Productive Work Force

Provide compensation, work environment, and direction that maintains a high employee morale.

12.4 Provide Effective Tools

Develop improved systems and approaches for accomplishing tasks and providing services.

12.5 Provide Clear and Consistent Direction

Clearly communicate organizational direction and maintain consistent leadership

12.6 Facilitate Personnel Development

Provide opportunities and encouragement for employees to enhance their abilities.

12.7 Improve Personnel Responsibility and Accountability

Clearly define service delivery responsibilities and maintain accountability for effective delivery.

MAXIMIZING USE OF DEPARTMENT RESOURCES:

GOAL 12: MAXIMIZE THE EFFECTIVENESS OF HUMAN RESOURCES

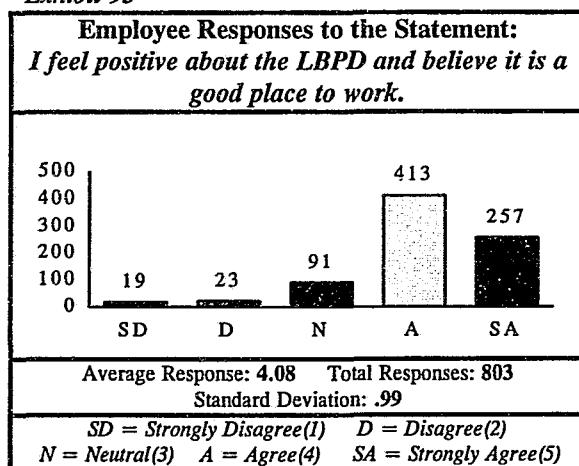
**Strategic Plan of the
Long Beach Police Department**

The employees of the Police Department are the most important resource for it to accomplish its mission. A work force that is highly motivated, has received clear direction and leadership from management, and has the right tools can be very effective at delivering the Police services valued by the community.

Most Employees Feel Positive About the Police Department

The vast majority (85%) of employees feel positive about the Department and believe it is a good place to work. Only 5% do not feel positive, with the remaining 10% neutral.

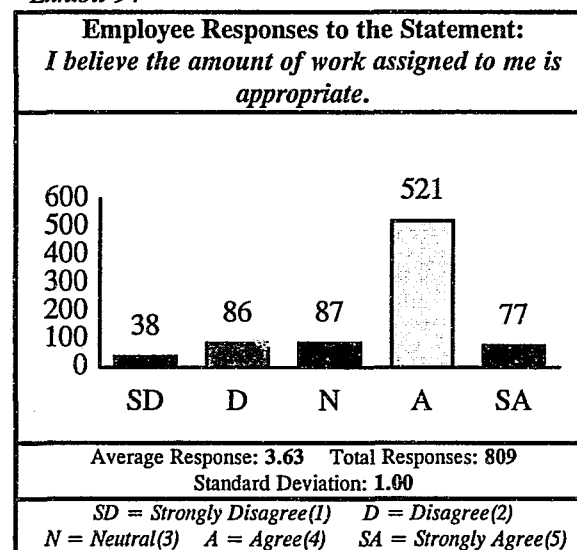
Exhibit 93



Most Employees Feel Their Work Load Is Appropriate

Nearly as many feel positive about their level of work load, with 74% agreeing the work load assigned is appropriate, 15% disagreeing and 11% neutral.

Exhibit 94

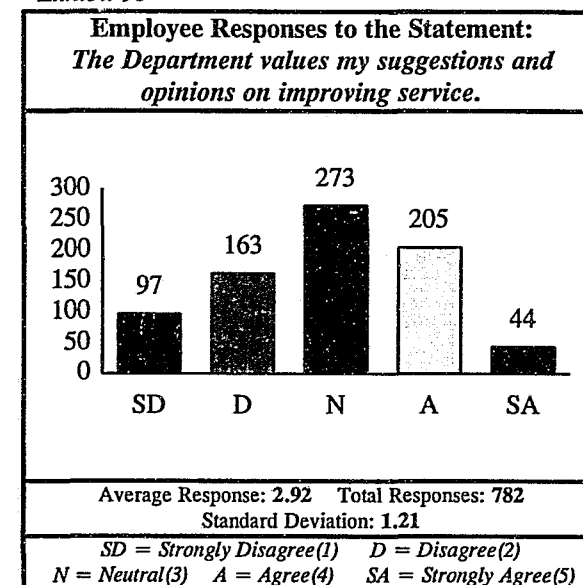


Many Employees Do Not Feel Their Suggestions and Opinions Are Valued

A substantial number of employee do not feel the Department values their suggestions and opinions on improving service. Approximately one-third agree

the Department values suggestions for improvement, one-third are neutral, and one-third disagree.

Exhibit 95



A Large Number of Employees Feel Negative About Their Work Environment

While a large percentage of Department employees feel positive about their work space, a substantial percentage do not. Department-wide, 42% agreed or strongly agreed that their work space is adequate, clean, attractive, and well

MAXIMIZING USE OF DEPARTMENT RESOURCES:

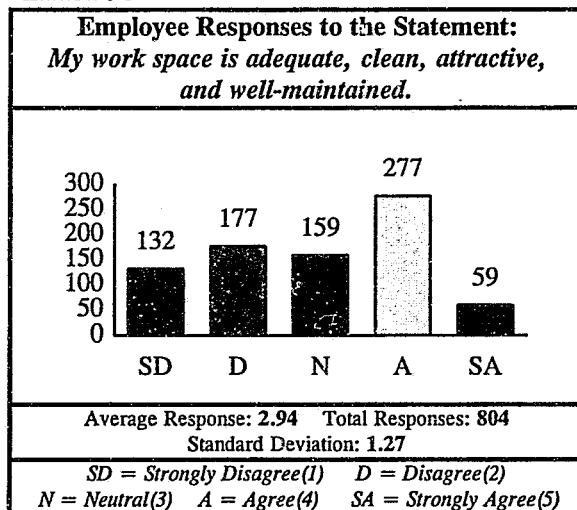
GOAL 12: MAXIMIZE THE EFFECTIVENESS OF HUMAN RESOURCES

**Strategic Plan of the
Long Beach Police Department**

maintained. However, a nearly equal percentage, 38%, do not feel their work space is adequate. Employees that are unhappy with their work space feel strongly about its inadequacy, with 16% strongly disagreeing.

Numerous comments were made about the condition of the Police Headquarters Building. These included concerns about asbestos, sewer leaks, inadequate space, poor maintenance, and dirty facilities.

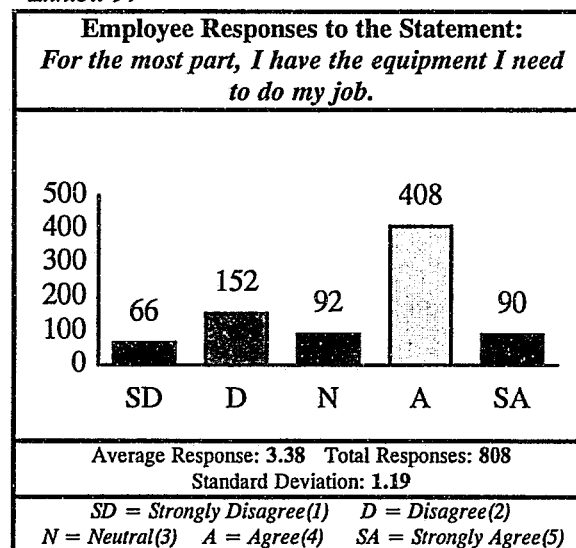
Exhibit 96



**Many Employees Do Not Feel They
Have Adequate Equipment**

For employees to effectively perform their responsibilities they must be equipped with adequate and appropriate tools. The majority of the Department's employees feel they have the equipment they need to do their jobs. Department-wide, 62% agree or strongly agree they have needed equipment. However, 27% do not feel they have the equipment they need.

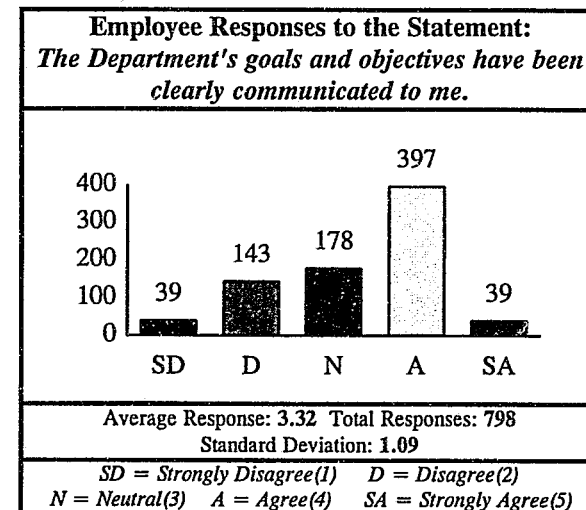
Exhibit 97



**Many Employees Do Not Have A Clear
Understanding of the Department's
Goals and Objectives**

Although the majority of employees believe the LBPd's goals and objectives have been clearly communicated to them, many employees disagree. Department-wide, 55% agree with the statement, 22% are neutral, and 23% disagree.

Exhibit 98



**THE POLICE DEPARTMENT'S PLAN TO
MAXIMIZE THE EFFECTIVENESS OF
HUMAN RESOURCES**

The Police Department has established the goal of maximizing the effectiveness of human resources. To accomplish this the Department has established the following objectives:

- ✓ Match work load and personnel
- ✓ Involve employees in problem solving
- ✓ Maintain a motivated and productive work force
- ✓ Provide effective tools
- ✓ Provide clear and consistent direction
- ✓ Facilitate personnel development
- ✓ Improve personnel responsibility and accountability.

Match Work Load and Personnel

The amount of work load assigned is a major factor in employee morale and performance. For each position, it is important for the Department to determine and assign the appropriate level of work to ensure high employee morale and productivity.

To accomplish this objective, the Department formulated several strategies including developing indicators of work load for each position, identifying reasonable levels of work load for each position, identifying staff required to adequately perform Police functions, staffing at the level indicated by work load, and developing a work load tracking system to collect and analyze work load data.

Involve Employees In Problem Solving

Non-supervisory level employees are a valuable resource for identifying and resolving issues and problems. The Department will ensure that all employees are involved in problem solving.

To achieve this objective, strategies identified by the Department include developing on-going worker level problem solving focus groups, developing a Department-wide philosophy of encouraging employee input, revitalizing the employee suggestion program, and publicizing the City's VIP suggestion program.

Maintain a Motivated and Productive Work Force

Several factors influence employee motivation and productivity. To maintain a motivated and productive work force, the Department must ensure that employees receive quality supervision, are provided with an appropriate physical environment, and receive equitable compensation.

Strategies developed to achieve this objective include providing training to managers and supervisors on motivating our work force, developing and implementing plans to provide an appropriate work environment, and compensating employees equitably in relation to comparable labor markets.

Provide Effective Tools

Employees must be supplied with the appropriate systems and tools to effectively accomplish tasks and provide services.

Strategies identified to provide effective tools include defining equipment and support needs for each major classification within the Department,

developing an ongoing relationship with local colleges and universities to provide process reviews of Police functions and operations, and establishing a Department philosophy of continuously attempting to identify and implement improved ways of providing services or performing a function.

Provide Clear and Consistent Direction

Clear and consistent communication and direction is primary to an organization's effectiveness. Employees must understand the purpose of the Department and their role in accomplishing the Department's mission.

To achieve the objective of providing clear and consistent direction, the Department developed several strategies including communicating organizational goals and objectives to all employees, developing an updated job description defining job responsibilities and approaches for each classification, and exploring the development of some management and supervisory positions as career positions without the necessity for transferring to other positions.

Facilitate Personnel Development

The Police Department is dedicated to developing and promoting the skills and talents of its employees. A steady commitment to facilitating personnel development results in a work force that consistently provides high quality service.

Strategies formulated to ensure employees are provided opportunities and encouragement to enhance their abilities include developing a quality training center to offer ongoing professional development opportunities and providing encouragement and incentives for Police personnel to attend Department sponsored or independent training.

Improve Personnel Responsibility and Accountability

The Department must clearly define service responsibilities and maintain accountability for effective delivery to ensure employees feel responsible for contributing to the organization's mission and goals.

To accomplish this objective, strategies developed include communicating organizational goals and objectives as defined in the Strategic Plan to all employees. The Department will also revise the performance measurement system to include qualitative and quantitative measures based on the goals and objectives presented in the Strategic Plan.

Objectives and Strategies

The objectives adopted by the Police Department to accomplish the goal of maximizing human resource effectiveness are presented on the following page. Specific strategies are provided in more detail on pages A-73 through A-81 in the appendix of this report.

Goal 12:

**Maximize the Effectiveness
of Human Resources**

12.1 Match Work Load and Personnel

Establish work load indicators and define appropriate levels of work load, staff at a level to meet the work load.

12.2 Involve Employees in Problem Solving

Involve employees in developing solutions to problems or strategies for delivering services.

12.3 Maintain a Motivated and Productive Work Force

Provide compensation, work environment, and direction that maintains a high employee morale.

12.4 Provide Effective Tools

Develop improved systems and approaches for accomplishing tasks and providing services.

12.5 Provide Clear and Consistent Direction

Clearly communicate organizational direction and maintain consistent leadership

12.6 Facilitate Personnel Development

Provide opportunities and encouragement for employees to enhance their abilities.

12.7 Improve Personnel Responsibility and Accountability

Clearly define service delivery responsibilities and maintain accountability for effective delivery.

GOAL 13:
LEVERAGE EXISTING AND
EMERGING TECHNOLOGY

Goal 13:

**Leverage Existing and
Emerging Technology**

Objectives:

13.1 Incorporate Existing Technologies

Improve current operational efficiency or service delivery by incorporating existing technologies when cost-effective.

13.2 Monitor and Plan For Future Technology Advances

Maintain knowledge of changes in technology that could enhance future service delivery and/or efficiency.

MAXIMIZING USE OF DEPARTMENT RESOURCES:

GOAL 13: LEVERAGE EXISTING AND EMERGING TECHNOLOGY

**Strategic Plan of the
Long Beach Police Department**

Advances in technology have revolutionized many businesses, making it possible to provide more effective customer services with the same or fewer resources.

The Police Department has benefited from these technologies as well. Today, the Department provides much more effective service than in the past. Technology improvements include the 911 emergency telephone system, the Computer Aided Dispatch (CAD) System, Mobile Data Terminals in Police vehicles, and automated record retrieval.

At one time, Long Beach Police were leaders in the implementing new technology. As an example, Long Beach was among the first in the nation to have a total public safety information system and use mobile data terminals in vehicles. However, today many of the Department's systems are out of date and in some cases, near collapse.

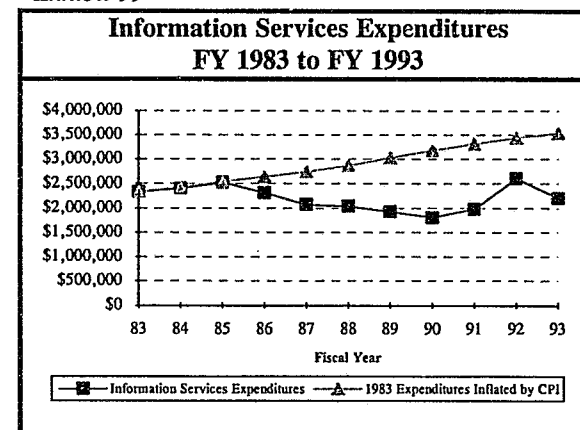
Police Expenditures on Information Technology Have Not Kept Up With Inflation

Information Services Bureau charges recover the costs incurred by the City's data processing operations in providing services to the Police Department. Services provided include operation of the Public Safety Information System (PSIS) which includes the computer aided dispatch system and records management system, and general administrative systems including personnel, payroll, and financial management systems. The Department is currently in the process of replacing the PSIS with a new computer aided dispatch/records management system.

During the period FY 1983 through FY 1993, information services expenditures declined from \$2.34 million to \$2.21 million, 5.6% below the FY 1983 level.

The difference between the FY 1983 and FY 1993 represents an average decrease of 0.6% per year. Had FY 1983 expenditures kept up with inflation, FY 1993 expenditures would have totaled \$3.54 million, \$1.33 million more than actual expenditures.

Exhibit 99



***THE POLICE DEPARTMENT'S PLAN TO
INCREASE THE EFFECTIVE USE OF
TECHNOLOGY***

The Police Department has established the goal of leveraging existing and emerging technologies as a method of maximizing the use of resources. The following objectives support this goal:

- ✓ Incorporate existing technology
- ✓ Monitor and plan for future technology advances.

Incorporate Existing Technologies

Technological advances are an opportunity to improve operational efficiency and service delivery.

The Department has formulated several strategies to incorporate existing technological innovations including exploring the use of video cameras in Police vehicles, expanding the use of electronic tracking and property identification technologies, implementing an automated vehicle location (AVL) system, and exploring alternatives to squad meetings for communication of essential information.

Other strategies developed include examining technology options for improving customer access to Police personnel and expanding the use of video and cable television capabilities to improve communication within the Department and with the public.

The Police Department also plans to expand its planning and research function, explore the use of technology to improve training, and explore the reduction of calls for service through the use of technology including telecommunications and direct video interaction.

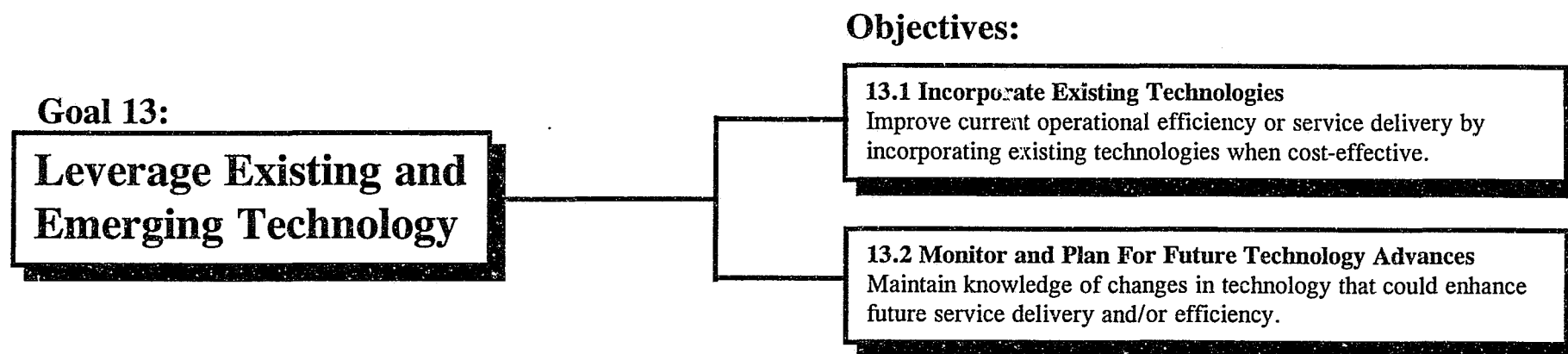
*Monitor and Plan For Future
Technology Advances*

Innovative technology is continually developed and successfully used in police operations. To ensure that it is in position to take advantage of these opportunities, the Police Department must monitor and plan for future technological advances.

Strategies developed to maintain knowledge of technological advances include creating an information systems division with the responsibility of researching, developing, and implementing new technology solutions, and encouraging information systems and technology vendors to provide information on new and emerging technologies.

Objectives and Strategies

The objectives adopted by the Police Department to accomplish the goal of leveraging existing and emerging technology are presented on the following page. Specific strategies to accomplish each objective are provided in more detail on pages A-82 through A-85 in the appendix of this report.



GOAL 14:
MAXIMIZE EFFECTIVE USE OF
VEHICLES AND EQUIPMENT

**MAXIMIZE USE OF VEHICLES
AND EQUIPMENT**

Goal 14:

**Maximize Effectiveness of
Vehicles and Equipment**

Objectives:

14.1 Improve Management of Vehicle Fleet

Ensure adequate, well maintained vehicles are available when needed by police personnel.

14.2 Focus and Expand Helicopter Air Support

Use the helicopter air support when its use is most productive and expand its use to emergency fire rescue support.

14.3 Increase Management and Control of Equipment

Ensure adequate, well maintained equipment is available when needed by police personnel.

POLICE VEHICLES

Police vehicles are necessary for carrying out the functions of a police department. Police vehicles include marked "black and white" patrol vehicles, motorcycles, unmarked detective vehicles, and undercover vehicles.

Fleet services charges recover the costs incurred in providing services to the Department by the City's fleet operations. These services include acquisition, replacement, maintenance, and repair of Police Department vehicles.

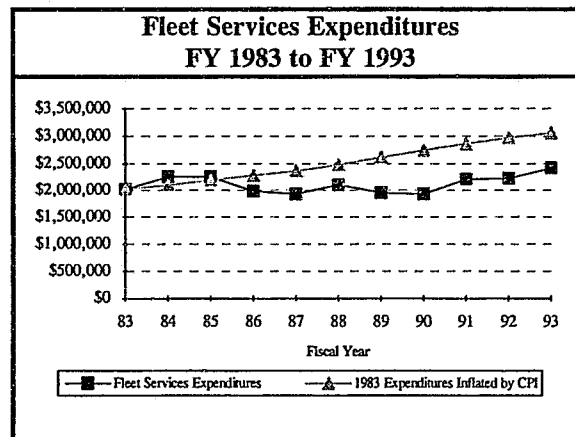
Fleet Services Charges Have Increased At A Level Below Inflation

Between FY 1983 and FY 1993 charges to the Police Department increased at a rate below inflation. Fleet expenditures totaled \$2.02 million in FY 1983. This amount increased to \$2.42 million in FY 1993, 20% above the FY 1983 level.

The average annual increase in expenditures equaled 1.8%, below the average inflation rate over the period. If FY 1983 expenditures increased with

inflation, FY 1993 expenditures would have totaled \$3.06 million, or \$640,000 more than actual expenditures.

Exhibit 100



Long Beach Patrol Officers Have Fewer Marked Police Vehicles Available Than Other Cities

An essential tool for the police officer responding to calls for service or patrolling an area is the marked patrol unit. To determine the availability of police vehicles to Long Beach Police Officers relative to its peer cities, we compared the ratio of patrol sergeants and officers to marked police vehicles.

Long Beach ranked second highest in the number of patrol sergeants or officers per marked police vehicle with 3.5 per vehicle. Only San Francisco, which has a higher than normal number of walking beats, had a higher ratio. Long Beach was also well above the average of 2.6 for the eight cities we were able to compare.

Exhibit 101

Comparison of Patrol Sergeant & Police Officers Per Marked Police Vehicle in FY 1992		
Rank	City	Number
1.	San Francisco	4.2
2.	Long Beach	3.5
3.	Oakland	2.7
4.	San Jose	2.5
5.	Sacramento	2.2
6.	San Diego	2.1
7.	Fresno	2.0
8.	Anaheim	1.9
9.	Los Angeles	NA
10.	Santa Ana	NA
Average		2.6

Long Beach Vehicle Costs Rank Lower Than Most Cities

Long Beach ranked fifth out of six in the amount spent per vehicle for fleet services, spending \$7,554. Long Beach fleet expenditures per vehicle were well

MAXIMIZING USE OF DEPARTMENT RESOURCES:

GOAL 14: MAXIMIZE THE EFFECTIVE USE OF VEHICLES AND EQUIPMENT

**Strategic Plan of the
Long Beach Police Department**

below the average of \$9,643 for the six cities.

Exhibit 102

Comparison of Fleet Services Expenditure Per Vehicle in FY 1992		
Rank	City	Number
1.	Fresno	\$12,300
2.	Oakland	\$12,267
3.	Anaheim	\$9,654
4.	Sacramento	\$9,547
5.	Long Beach	\$7,554
6.	San Jose	\$6,537
7.	Los Angeles	NA
8.	San Diego	NA
9.	San Francisco	NA
10.	Santa Ana	NA
Average		\$9,643

For FY 1994, Long Beach is budgeted to spend \$6,567 per vehicle for fleet services. This would maintain Long Beach's ranking at fifth assuming the amount spent by the other cities remains unchanged.

HELICOPTER AIR SUPPORT

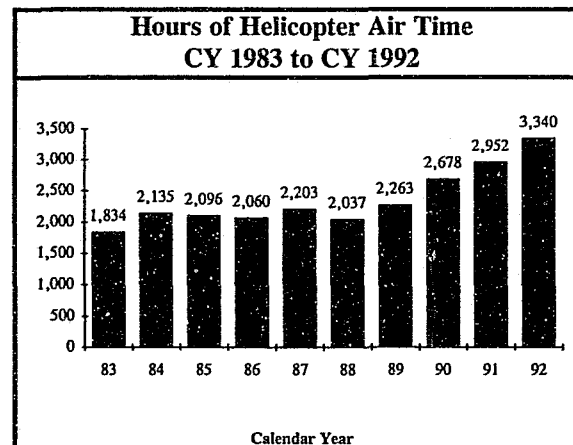
The helicopter provides support to ground units by conducting suspect surveillance and tracking and by

observing activities when ground units enter hazardous areas.

Helicopter Air Time Has Increased

Between 1983 and 1992, hours of helicopter air time increased from 1,834 in 1983 to 3,340 in 1992. This was an increase of 82.1% or an average annual increase of 6.9%.

Exhibit 103

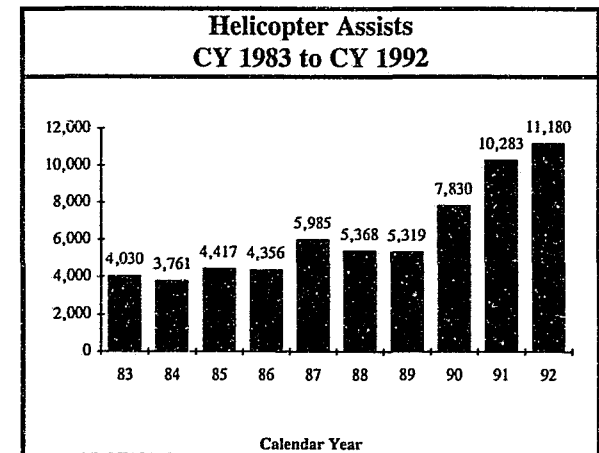


The Number of Helicopter Assists Also Increased

The number of helicopter assists increased from 4,030 in 1983 to 11,180

in 1992. This was a total increase of 177.4%, or an average of 12% per year.

Exhibit 104

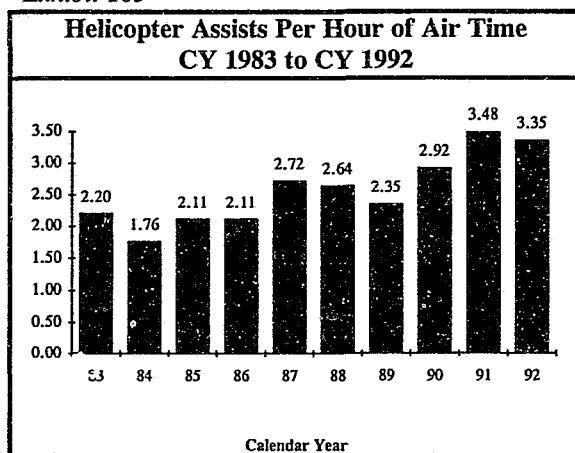


**Helicopter Assists Per Hour of Air Time
Has Also Increased**

Comparing the number of helicopter assists with the hours of air time shows that helicopter productivity trended upward during the past ten years. In 1983, assists per hour of air time totaled 2.20 increasing to 3.35 in 1992.

Over the period, assists per hour increased 52.3%, or an average of 4.8% per year.

Exhibit 105



**THE POLICE DEPARTMENT'S PLAN TO
MAXIMIZE THE EFFECTIVE USE OF
VEHICLES AND EQUIPMENT**

The Police Department has established the goal of maximizing the effective use of vehicles and equipment. It has adopted three objectives to accomplish this goal:

- ✓ Improve the management of the vehicle fleet
- ✓ Focus and expand helicopter air support
- ✓ Increase management and control of equipment.

Improve Management of the Vehicle Fleet

Vehicles are an important Departmental resource. Effective management of the vehicle fleet involves ensuring adequate, well maintained vehicles are available when needed by Police personnel.

To accomplish the objective of improving management of the vehicle fleet, the Department developed strategies including establishing and staffing a vehicle check-out and check-in system, developing a ratio of patrol personnel to marked vehicles to ensure necessary access to vehicles, projecting future vehicle needs to ensure orders are placed in a timely manner.

In addition, the Department will work with the City's Fleet Management Division to develop a fleet billing method that provides incentives to control the use and abuse of Police vehicles.

Focus and Expand Helicopter Air Support

The Department's helicopter air support is another valuable resource. Its use

must be focused during the times when it can be most effective and readily available for high priority duties.

Strategies developed to accomplish this objective include identifying the times of day and days of the week the helicopter is most effective and deploy it primarily during these times, while expanding the helicopter air support function to include emergency fire rescue support and other City functions.

Increase Management and Control of Equipment

Managing and controlling equipment is essential to ensure that Police personnel are adequately supplied with the tools necessary to perform their functions.

Strategies to increase management and control of equipment include developing a list of equipment needed to effectively perform each function and acquiring that equipment. The Department will also design and implement an automated inventory and check-out system for their equipment, develop a routine preventive maintenance program for major equipment items, establish a replacement

life for each item, and include replacement costs in its annual budget.

Objectives and Strategies

The objectives adopted by the Police Department to accomplish the goal of maximizing effective use of vehicles and equipment are presented on the following page. Specific strategies to accomplish each objective are provided in more detail on pages A-86 through A-90 in the appendix of this report.

Goal 14:

**Maximize Effectiveness of
Vehicles and Equipment**

Objectives:

14.1 Improve Management of Vehicle Fleet

Ensure adequate, well maintained vehicles are available when needed by police personnel.

14.2 Focus and Expand Helicopter Air Support

Use the helicopter air support when its use is most productive and expand its use to emergency fire rescue support.

14.3 Increase Management and Control of Equipment

Ensure adequate, well maintained equipment is available when needed by police personnel.

APPENDIX:

OBJECTIVES AND STRATEGIES

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Objectives:

Goal 1:

Focus on Community Priorities

1.1 Increase City-wide Input

Increase ongoing City-wide community input and involvement in determining police priorities.

1.2 Deploy Resources Based on City-wide Priorities

Deploy City-wide police resources consistent with identified City-wide community priorities.

1.3 Develop a Customer Service Orientation

Develop a strong customer and community service orientation within the Department.

MEETING COMMUNITY NEEDS:**GOAL 1: FOCUS ON COMMUNITY PRIORITIES***Strategic Plan of the
Long Beach Police Department***Objective 1.1: Increase City-wide community input and involvement in determining police priorities.**

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
1.1.1	Conduct a biannual customer survey to determine their perceived level of safety, priority of services, rating of Police performance, image of the Department, and suggested improvements.	Short Term	Minor	Chief of Police	Research & Development	8.1.4
1.1.2	Conduct annual public meetings to solicit input into Police priorities and strategies.	Short Term	Minor	Chief of Police	Research & Development Management Team	
1.1.3	Continue to solicit input and advice from established advisory groups on Police priorities and strategies.	Short Term	Minor	Chief of Police	Community Relations	
1.1.4	Annually report back to the community through a City-wide public meeting on actions taken to address community priorities and results.	Short Term	Minor	Chief of Police	Community Relations	
1.1.5	Annually report back to the community through the media on actions taken to address community priorities and results.	Short Term	Minor	Chief of Police	Community Relations	1.2.2
1.1.6	Develop and publish an annual progress report communicating the Department's operations and results for the past year.	Short Term	Minor	Chief of Police	Research & Development	1.2.3

Measure(s) of Success:

- 1. Percentage of customers that feel the Police Department is community oriented.**
- 2. Degree to which the Police Department's priorities are consistent with the community's priorities.**
- 3. Number of public contributions or inputs.**
- 4. Percentage of customers that feel they have input into determining police priorities.**

MEETING COMMUNITY NEEDS:

GOAL 1: FOCUS ON COMMUNITY PRIORITIES

**Strategic Plan of the
Long Beach Police Department**

Objective 1.2: Deploy City-wide Police resources consistent with identified City-wide community priorities.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
1.2.1	Annually review staff resource distributions to ensure they are consistent with community priorities.	Short Term	Minor	Chief of Police	Deputy Chiefs	
1.2.2	Communicate to the public through the media the deployment of Police resources in response to customer input.	Short Term	Minor	Chief of Police	Deputy Chiefs	1.1.5
1.2.3	Develop and publish an annual progress report communicating the Department's operations and results for the past year.	Short Term	Minor	Chief of Police	Research & Development	1.1.6

Measure(s) of Success:

- 1. Percentage of customers that feel the Police Department is community oriented.**
- 2. Degree to which resources have been deployed based on community priorities.**

MEETING COMMUNITY NEEDS:
GOAL 1: FOCUS ON COMMUNITY PRIORITIES

*Strategic Plan of the
Long Beach Police Department*

Objective 1.3: Develop a strong customer service and community service orientation within the Department.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
1.3.1	Develop and implement a comprehensive employee training program on customer oriented service. Communicate to police personnel at all levels the importance of a customer and community orientation to the future success of the Department.	Short Term	Minor	Training Academy	Management Team	2.3.1 3.1.2 3.3.4
1.3.2	Develop and implement an incentive and recognition program for employees that excel in providing customer service.	Short Term	Minor	Deputy Chiefs	Personnel	
1.3.3	Improve internal communication and coordination to facilitate an environment of working together to solve community problems.	Short Term	None	Management Team		
1.3.4	Encourage police personnel at all levels to leverage City and community resources in providing service.	Short Term	Minor	Management Team		

Measure(s) of Success:

- 1. Percentage of customers that feel the Police Department is community oriented.**
- 2. Person hours of customer service orientation training provided.**
- 3. Percentage of employees that believe customer service is important, and that believe the Department is customer service oriented.**
- 4. Percentage of customers that believe the Police Department provides quality customer service.**

Objectives:

2.1 Decentralize Police Structure, Operations, and Decision Making
Decentralize the Police Department's organizational structure, operations, and decision making.

2.2 Decentralize Police Facilities
Develop decentralized police facilities to move personnel from a central headquarters into the community.

2.3 Increase Openness of Police Personnel
Increase the openness and accessibility of individual police personnel.

2.4 Develop a Representative Work Force
Develop a work force that is consistent with community characteristics and needs.

2.5 Expand Ability to Communicate With A Multi-Lingual Community
Increase the Department's ability to communicate with individuals of different cultures.

Goal 2:

**Improve Community Access
to the Police Department**

MEETING COMMUNITY NEEDS:
GOAL 2: IMPROVE COMMUNITY ACCESS

*Strategic Plan of the
Long Beach Police Department*

Objective 2.1: Decentralize the Police Department's organizational structure, operations, and decision making

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
2.1.1	Develop a Department-wide philosophy communicated by the Chief, encouraging decision-making at the lowest possible level of the Department.	Short Term	None	Chief of Police	Management Team	
2.1.2	Develop and provide leadership training for management and supervisors of the Department that encourages development of empowered employees.	Short Term	Minor	Deputy Chiefs	Management Team	12.3.5
2.1.3	Develop a decentralized organizational structure and transition plan that moves the Department into the structure.	Short Term	Minor	Deputy Chiefs	Management Team	2.2.5
2.1.4	Develop a system of accountability to ensure the decentralized organization is operating effectively.	Short Term	Minor	Deputy Chiefs	Management Team	

Measure(s) of Success:

- 1. Percentage of customers that view the Police Department as accessible.**
- 2. Employee perspectives of the degree to which decision making and structure is decentralized.**

MEETING COMMUNITY NEEDS:
GOAL 2: IMPROVE COMMUNITY ACCESS

**Strategic Plan of the
Long Beach Police Department**

Objective 2.2: Develop decentralized Police facilities to move personnel from the central headquarters into the community.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
2.2.1	Divide the City into four service areas with reasonably equal work loads in terms of patrol calls for service, crime problems, and community needs.	Short Term	None	Chief of Police	Deputy Chiefs	
2.2.2	Identify optimal locations for decentralized police facilities within each of the four service areas.	Short Term	None	Chief of Police	Deputy Chiefs	8.2.12
2.2.3	Attempt to develop decentralized Police facilities jointly with other City or other government operations.	Short Term	None	Chief of Police	Deputy Chiefs	
2.2.4	Identify and pursue funds for the acquisition or construction of decentralized police facilities including grants from other agencies.	Short Term	None	Chief of Police	Deputy Chiefs	
2.2.5	Develop decentralized Police facilities and move organizational functions into the facilities.	Short Term to Long Term	Major	Chief of Police	Deputy Chiefs	2.1.3

Measure(s) of Success:

- 1. Percentage of customers that view the Police Department as accessible.**
- 2. Number of decentralized facilities.**
- 3. Percentage of Department customers using the Department's decentralized facilities.**
- 4. Percentage of customers that feel substations have increased accessibility to the Police Department.**
- 5. Percentage of customers that feel storefronts have increased accessibility to the Police Department.**

MEETING COMMUNITY NEEDS:
GOAL 2: IMPROVE COMMUNITY ACCESS

*Strategic Plan of the
Long Beach Police Department*

Objective 2.3: Increase the openness and accessibility of individual police personnel.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
2.3.1	Increase the level of training of Police personnel on interacting with the community and being accessible to it.	Short Term	Minor	Training Academy	Department Wide	1.3.1 3.1.2
2.3.2	Provide encouragement and incentives for Police personnel to interact with the community.	Short Term	Minor	Deputy Chiefs	Personnel	8.1.1
2.3.3	Identify Police personnel with a desire and ability to make public presentations and develop a speakers bureau within the Department.	Short Term	Minor	Community Relations	Department Wide	11.3.7
2.3.4	Assign Police personnel to walk and talk in neighborhoods.	Short Term	Minor	Deputy Chief, Patrol	Community Relations Department Wide	
2.3.5	Provide encouragement and incentives for sworn Police personnel to live within the City and become involved in the community.	Long Term	To Be Determined	Chief of Police	Police Officers' Association	8.1.1
2.3.6	Explore, identify, and implement methods of improving the ability of the community to communicate with Police personnel.	Short Term to Long Term	Moderate	Research & Development	Deputy Chiefs	8.1.5, 8.1.6 8.1.7, 8.1.8, 12.5.7, 13.1.5

Measure(s) of Success:

1. Percentage of customers that view the Police Department as accessible.
2. Number of public presentations made by Police personnel.
3. Percentage of sworn Police personnel living within the City.
4. Percentage of customers that feel individual beat officers are accessible.

MEETING COMMUNITY NEEDS:
GOAL 2: IMPROVE COMMUNITY ACCESS

*Strategic Plan of the
Long Beach Police Department*

Objective 2.4: Develop a work force that is consistent with community characteristics and needs.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
2.4.1	Aggressively recruit candidates from groups that are underrepresented by the Police Department work force.	Short Term to Long Term	None	Personnel	Civil Service	2.5.1
2.4.2	Develop a recruitment and training program that prepares minority and female candidates for the examination and selection process.	Short Term	Minor	Personnel	Civil Service	
2.4.3	Seek lateral transfers of minority or female Police personnel from other police organizations.	Short Term	Minor	Personnel	Civil Service	
2.4.4	Develop a Department-wide philosophy and reputation as an organization that provides equal opportunity and treatment for all qualified personnel.	Short Term	Minor	Chief of Police	Personnel	

Measure(s) of Success:

- 1. Percentage of customers that view the Police Department as accessible.**
- 2. Degree to which the Police Department's work force represents the community's characteristics.**
- 3. Percentage of police personnel that believe the Department provides equal opportunity and treatment to all qualified personnel.**

MEETING COMMUNITY NEEDS:
GOAL 2: IMPROVE COMMUNITY ACCESS

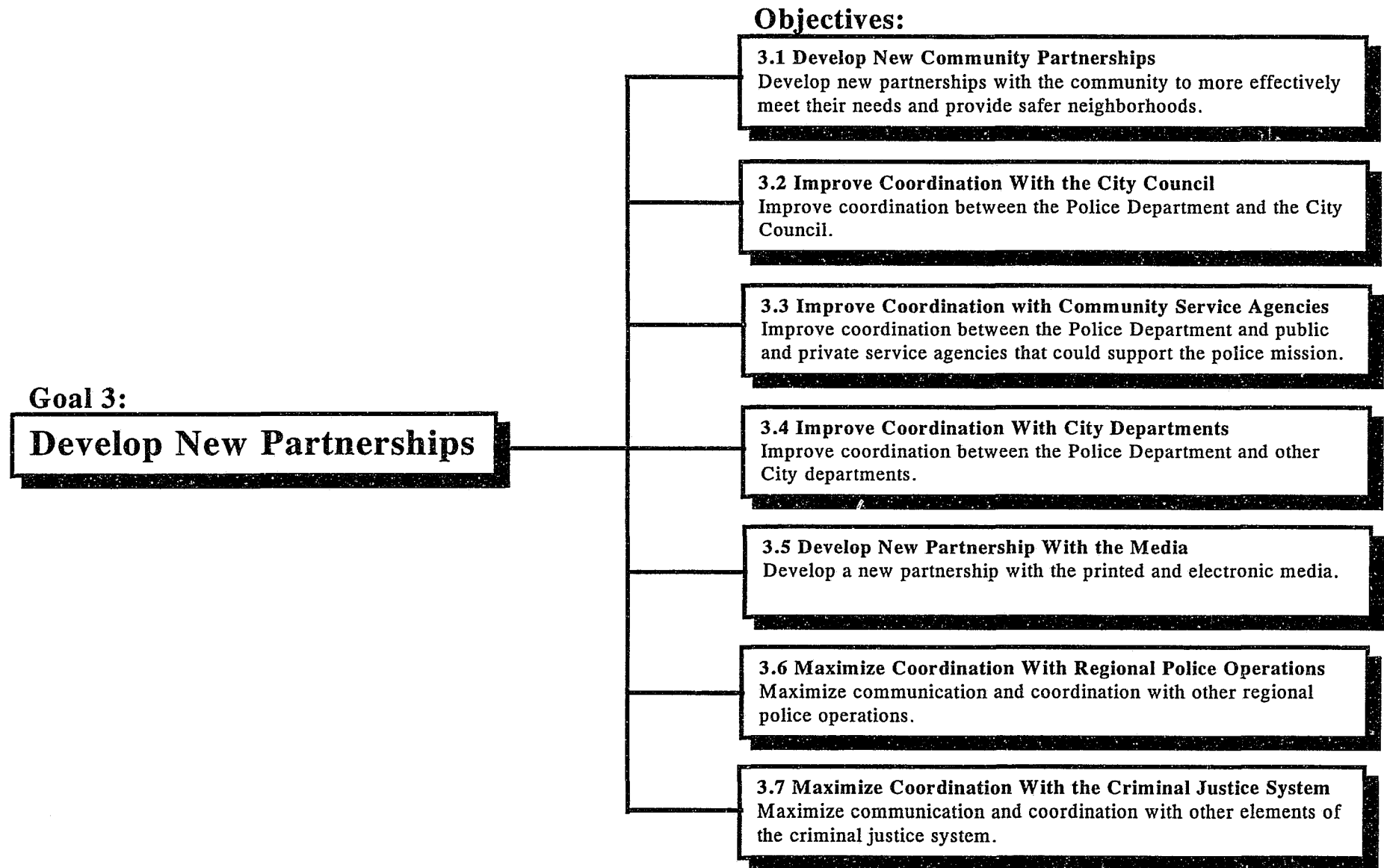
**Strategic Plan of the
Long Beach Police Department**

Objective 2.5: Expand the Department's language capabilities to increase its ability to communicate with individuals of different cultures.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
2.5.1	Aggressively recruit and hire Police personnel with bi-lingual abilities.	Short Term	Minor	Personnel	Civil Service	2.4.1 4.4.1
2.5.2	Provide appropriate compensation incentives for all current Police personnel to develop multi-lingual abilities.	Short Term	Minor	Chief of Police	Human Resources, Police Officers' Association, City Employees' Association	4.4.5
2.5.3	Encourage members of the community with multi-lingual abilities to provide volunteer services to the Department including becoming reserve officers.	Short Term	None	Chief of Police	Community Relations, Chief's Advisory Groups	

Measure(s) of Success:

- 1. Percentage of customers that view the Police Department as accessible.**
- 2. Percentage of the Police Department's work force with bi-lingual abilities.**
- 3. Number of bi-lingual volunteers providing assistance to the Police Department.**



MEETING COMMUNITY NEEDS:**GOAL 3: DEVELOP NEW PARTNERSHIPS****Strategic Plan of the
Long Beach Police Department****Objective 3.1: Develop new partnerships with the community to more effectively meet their needs.**

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
3.1.1	Encourage Police personnel to increase their involvement in community and neighborhood groups and activities within their patrol beats.	Short Term	Minor	Deputy Chiefs	Department Wide	
3.1.2	Improve and increase the level of training of Police personnel on how to interact with the community.	Short Term	Minor	Deputy Chiefs	Department Wide	1.3.1 2.3.1
3.1.3	Enhance neighborhood organizations through expanded neighborhood watch, and other police initiated neighborhood activities.	Short Term	Minor	Deputy Chiefs	Community Relations	
3.1.4	Become a more active participant in the City's Neighborhood Improvement Strategy.	Short Term	None	Deputy Chief, Patrol	Deputy Chiefs,	8.1.10
3.1.5	Identify community organizations for police personnel to become involved in and encourage involvement.	Short Term	None	Chief of Police	Deputy Chief, Administration Community Relations	
3.1.6	Actively brief individuals in neighborhoods about crime problems, police activities to resolve the problems, and how they can provide assistance.	Short Term	Minor	Patrol Division Commanders	Deputy Chiefs, Department Wide	
3.1.7	Develop an on-going program to inform the business community of Police Department activities and expand the business watch program.	Short Term	Minor	Deputy Chiefs	Community Relations	6.4.2
3.1.8	Develop Police Department ambassador programs including a Police chorale, antique police car, color guard, Department museum and store, and sports league teams.	Short Term	Minor	Police Officers' Association	Deputy Chief, Administration	

Measure(s) of Success:

- 1. Percentage of customers that agree the Police Department is community oriented.**
- 2. Number of community members involved in Police activities.**
- 3. Percentage of customers that believe the Department keeps them well informed of Police programs, activities, and services.**

MEETING COMMUNITY NEEDS:**GOAL 3: DEVELOP NEW PARTNERSHIPS****Strategic Plan of the
Long Beach Police Department****Objective 3.2: Improve coordination between the Police Department and City Council.**

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
3.2.1	Assign a command level liaison to each Council member.	Short Term	None	Patrol Division Commanders	Deputy Chiefs	
3.2.2	Annually develop a list of problems of policing concerns within each Council District in coordination with Council members.	Short Term	None	Patrol Division Commanders	Deputy Chiefs	
3.2.3	Provide quarterly Police activity progress reports to individual Council members on activities in their district.	Short Term	None	Patrol Division Commanders	Deputy Chiefs	
3.2.4	Actively demonstrate Police Department operations and activities to Council members on an ongoing basis.	Short Term	None	Patrol Division Commanders	Deputy Chiefs	
3.2.5	Provide opportunities for Council members to observe Police operations.	Short Term	None	Patrol Division Commanders	Deputy Chiefs	3.4.6 3.7.5

Measure(s) of Success:

1. Rating of Police responsiveness and performance by individual Council members, Mayor, and City Manager.

MEETING COMMUNITY NEEDS:
GOAL 3: DEVELOP NEW PARTNERSHIPS

*Strategic Plan of the
Long Beach Police Department*

Objective 3.3: Improve coordination between the police department and other public and private service agencies that could support the police mission.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
3.3.1	Identify services that could support the Police Department's mission that are available from other agencies.	Short Term	None	Research & Development	Personnel	
3.3.2	Develop a comprehensive information and agency referral manual and explore its automation and inclusion in the automated Records Management System (RMS).	Mid Term	Moderate	Research & Development	Personnel	
3.3.3	Establish a full-time Information and Referral Specialist position within the Department with the responsibility of identifying and coordinating referrals to other agencies.	Short Term	Moderate	Research & Development	Personnel	
3.3.4	Establish an orientation program for Police personnel to develop an awareness of service agencies and their services.	Short Term	Minor	Research & Development	Personnel	1.3.1 3.4.2

Measure(s) of Success:

- 1. Number of successful referrals from the Police Department to public or private service agencies.**
- 2. Rating of Police responsiveness by not-for-profit and private service agencies.**

MEETING COMMUNITY NEEDS:
GOAL 3: DEVELOP NEW PARTNERSHIPS

*Strategic Plan of the
Long Beach Police Department*

Objective 3.4: Improve coordination between the police department and other city departments

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
3.4.1	Develop an active role in the City's planning process by attending Planning Commission meetings and raising public safety concerns when appropriate.	Short Term	None	Research & Development	Deputy Chiefs	
3.4.2	Refer calls for service to appropriate City department or bureau when not best served by the Police Department. Provide training to communications center call takers on referrals.	Short Term	None	Communications Center, Field Services Division	Department Wide	3.3.4
3.4.3	Evaluate the consolidation of all City police and security functions.	Short Term	None	Chief of Police	Deputy Chiefs	
3.4.4	Develop an advisory group of managers from other City Departments to identify opportunities and methods of improving coordination.	Short Term	None	Department Wide	Department Psychologist	
3.4.5	Give the needs of other Departments and their employees a high priority.	Short Term	None	Management Team		
3.4.6	Encourage police "ride-alongs" by management personnel from other City departments to increase awareness of Police Department activities.	Short Term	None	Deputy Chief, Administration		3.2.5 3.7.5
3.4.7	Sponsor one Quarterly Management Meeting to provide information to other Department's on the activities of the Police Department.	Short Term	None	Management Team	Deputy Chiefs	
3.4.8	Become more active in the City's Management Club.	Short Term	None	Deputy Chief, Administration		
3.4.9	Offer the use of Department resources such as the Training Academy for other City Department use.	Short Term	None			

Measure(s) of Success:

- 1. Number of customer calls for service referred to other City Departments.**
- 2. Rating by City department directors of Police Department coordination and involvement with City Departments.**

MEETING COMMUNITY NEEDS:
GOAL 3: DEVELOP NEW PARTNERSHIPS

**Strategic Plan of the
Long Beach Police Department**

Objective 3.5: Develop a new partnership with the printed and electronic media.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
3.5.1	Develop positive stories of community or Police Department activities.	Short Term	None	Community Relations	Department Wide	
3.5.2	Establish a permanent civilian Media Relations Specialist position with the responsibility for providing a positive perspective of the Department and community.	Short Term	None	Community Relations		
3.5.3	Encourage police personnel at all levels to openly inform media personnel of Department activities where it will not jeopardize Department operations.	Short Term	None	Community Relations	Department Wide	
3.5.4	Encourage the media to serve as a medium for obtaining input from the community.	Short Term	None	Chief of Police	Deputy Chiefs	
3.5.5	Encourage the media to develop stories about the Police Department's operations and activities.	Short Term	None	Community Relations	Department Wide	
3.5.6	Request the media to correct substantive factual discrepancies in stories or editorials that create misconceptions about the community or the Department.	Short Term	None	Chief of Police	Deputy Chiefs	
3.5.7	Work with other law enforcement agencies in the region to provide media input on issues of regional concern.	Short Term	None	Community Relations	Chief of Police	
3.5.8	Develop community or business sponsored ads that educate the public about police issues or promote police programs and activities.	Short Term	None	Community Relations	Chief of Police	
3.5.9	Develop informational programs for Cable TV that educate the public on the Police Department's activities and operations.	Short Term	None	Community Relations	Department Wide	
3.5.10	Develop a media center with facilities for the press and equipment for media production	Mid Term	Moderate	Community Relations	Chief of Police, Deputy Chiefs	11.3.5

Measure(s) of Success:

1. Number of planned positive stories on the Police Department and community involvement in public safety.
2. Rating by members of the press on the accessibility and openness of the Police Department.
3. Percentage of customers that believe the Police Department has a positive image.

MEETING COMMUNITY NEEDS:
GOAL 3: DEVELOP NEW PARTNERSHIPS

*Strategic Plan of the
Long Beach Police Department*

Objective 3.6: Maximize communication and coordination with other regional police operations

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
3.6.1	Conduct bi-monthly meetings with all law enforcement agencies operating within the City to coordinate operations.	Short Term	None	Chief of Police	Deputy Chiefs	
3.6.2	Take a lead role in the regional consolidation of law enforcement support functions common to all regional police agencies including laboratory service, police records services, jail, communications and dispatch, and helicopter air support. Maintain the basic law enforcement function locally.	Long-term	None, Potential Positive Impact	Chief of Police	Deputy Chiefs	
3.6.3	Encourage the Metropolitan Transportation Authority (MTA) to consolidate regional traffic planning and enforcement activities.	Long Term	None, Potential Positive Impact	Chief of Police	Deputy Chiefs	10.3.2
3.6.4	Identify services in which the Long Beach Police Department could provide under contract (i.e. jail, traffic enforcement, helicopter air support) and encourage other regional police agencies to contract with the LBPd for these services.	Mid Term	None, Potential Positive Impact	Deputy Chiefs	Department Wide, Financial Management	6.2.5 11.1.3 14.2.3
3.6.5	Identify services available from other law enforcement agencies (i.e., laboratory services, crime scene investigations, homicide investigations) and determine the feasibility of using these services.	Short Term	None, Potential Positive Impact	Deputy Chief, Detectives	Deputy Chiefs	

Measure(s) of Success:

- 1. Level of communication and coordination with other local and regional law enforcement agencies.**
- 2. Number of services provided by or for other law enforcement agencies.**
- 3. Increased revenues and/or decreased costs resulting from increased communication and coordination with regional police operations.**

MEETING COMMUNITY NEEDS:
GOAL 3: DEVELOP NEW PARTNERSHIPS

*Strategic Plan of the
Long Beach Police Department*

Objective 3.7: Maximize communication and coordination with other elements of the criminal justice system

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
3.7.1	Establish an internal policy committee to develop agendas for change in the criminal justice system.	Short Term	None	Deputy Chief, Detectives		
3.7.2	Develop an organizational philosophy of personnel involvement in criminal justice organizations with specific agendas to accomplish through these organizations. Include involvement in personnel professional development and performance criteria.	Short Term	Minor	Chief of Police	Management Team Department Wide	
3.7.3	Actively use the City's State and Federal lobbyists to influence change in legislation and the criminal justice system.	Short Term	None	Chief of Police	Deputy Chiefs	
3.7.4	Work with personnel from the Police Department, the City Prosecutor's Office, and the District Attorney's Office to develop a working agreement on case filing, prosecution, and diversion, policies and procedures.	Short Term	None	Deputy Chief, Detectives	Deputy Chiefs	6.3.9
3.7.5	Encourage members of the City Prosecutor's Office, District Attorney's Office, and judges to participate in Police Department activities (ride-alongs) or become members of the Department's Police Officer Reserve Program.	Short Term	None	Deputy Chief, Detectives	Deputy Chiefs	3.2.5 3.4.6

Measure(s) of Success:

- 1. Level of communication and coordination with other elements of the criminal justice system.**
- 2. Changes in the criminal justice system contributed to by Police Department personnel.**

Objectives:

Goal 4:

Improve Patrol Response Time

4.1 Maximize One-Officer Patrol Units

Increase the deployment of one-officer patrol units while maintaining officer safety.

4.2 Increase Patrol Field Time

Increase the percentage of time patrol personnel spend in the field.

4.3 Improve Patrol Field Supervision

Improve the level of field supervision of patrol personnel to increase productive time and effectiveness.

4.4 Improve Call Taking and Dispatch Capabilities

Improve the effectiveness and efficiency of the Department's communication function.

Objective 4.1: Maximize the deployment of one-officer patrol units while maintaining officer safety.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
4.1.1	Identify those areas of the City and times of day or week that require the deployment of two officer units to maintain officer safety	Short Term	Minor	Deputy Chief of Patrol	Patrol Division Commanders	8.2.8
4.1.2	Modify Academy training of new recruits to include team policing using one-officer units rather than limiting training on the use of two officer units.	Short Term	Minor	Training Academy	Deputy Chief of Patrol, Police Officers' Association	
4.1.3	Provide training to current patrol officers on team policing using one officer units and the differences from two officer unit deployment.	Short Term	Minor	Training Academy	Deputy Chief of Patrol	
4.1.4	Replace the current 20 month experience requirement to work a one officer unit with an evaluation mechanism that determines the readiness of patrol officers to work in one officer units.	Short Term	Minor	Deputy Chief of Patrol	Deputy Chiefs, Police Officers' Association	
4.1.5	Identify the number of additional police marked vehicles required to field the additional patrol units and acquire and equip the vehicles.	Short Term	Moderate	Deputy Chief of Administration	Deputy Chief of Patrol, Fleet Services, Electronic Systems	14.1.2
4.1.6	Modify the deployment of patrol personnel to incorporate the additional one-officer patrol units.	Short Term	None	Deputy Chief of Patrol	Deputy Chief of Administration, Police Officers' Association	

Measure(s) of Success:

1. Average response time to customer calls for service by call priority.
2. Percentage of patrol units deployed as one officer units.
3. Percentage of customers that agree they frequently see police officers.
4. Percentage of patrol officers that agree the Department is deploying one-officer units appropriately while maintaining officer safety.

IMPROVING CUSTOMER SERVICES:
GOAL 4: IMPROVE PATROL RESPONSE TIME

*Strategic Plan of the
Long Beach Police Department*

Objective 4.2: Increase the percentage of time patrol personnel are available to respond to calls for service.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
4.2.1	Explore the development of a field transport system for booking suspects in the field and transporting them to the central jail.	Short Term	Moderate	Deputy Chief of Administration	Deputy Chiefs	
4.2.2	Revise the Internal Affairs approach to tighten the investigation and resolution of complaints at the point the complaint is made.	Short Term	None	Chief of Police	Internal Affairs	6.3.2 11.4.1
4.2.3	Develop a telephonic report dictation ability that would allow patrol personnel to dictate reports from the field.	Short Term	Moderate	Deputy Chief of Administration	Information Management Division	11.2.1
4.2.4	Expand the capability and use of the KDT's and intelligent terminals in police vehicles, to include the ability to complete reports from the field as well as to access record (RMS) information from the field.	Mid Term	Major	Deputy Chief of Administration	Deputy Chief of Patrol, Research & Development, Information Management Division	
4.2.5	Develop computer screens that allow the easy completion of routine, often used reports.	Mid Term	Minor	Deputy Chief of Administration	Research & Development, Information Management Division	
4.2.6	Revise and streamline the suspect booking function.	Short Term	Minor	Deputy Chief of Administration	Research & Development	

Objective 4.2: Increase the percentage of time patrol personnel are available to respond to calls for service. (Continued)

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
4.2.7	Develop a "beat pack" of equipment that is always included in each vehicle to prevent patrol personnel from spending time trying to obtain needed equipment.	Short Term	Minor	Deputy Chief of Patrol	Research & Development	5.2.5 7.2.7 9.1.7
4.2.8	Develop a field special operations unit to provide response to special or unusual occurrences (strikes, riots, etc) and reduce the amount of time regular patrol units spend responding to these events.	Short Term	Major	Deputy Chief of Patrol	Deputy Chiefs	
4.2.9	Develop a vehicle and equipment check-out / check-in system that includes the assignment of vehicles and equipment at the beginning of a shift and the return and inspection of vehicles and equipment at the end of a shift.	Short Term	Moderate	Deputy Chief of Patrol	Research & Development, Management Team	14.1.1

Measure(s) of Success:

1. Average response time to customer calls for service by call priority.
2. Percentage of time patrol personnel spend in the field.

IMPROVING CUSTOMER SERVICES:
GOAL 4: IMPROVE PATROL RESPONSE TIME

**Strategic Plan of the
Long Beach Police Department**

Objective 4.3: Improve field supervision of patrol personnel.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
4.3.1	Develop a ratio of field sergeants to field police officers to provide a reasonable span of control for field sergeants of 8 to 10 police officers for each sergeant.	Short Term	Moderate	Deputy Chief of Patrol	Management Team	
4.3.2	Examine administrative sergeant positions to identify opportunities to re deploy sergeants from administrative positions to field supervision positions.	Short Term	Minor	Deputy Chiefs	Management Team	
4.3.3	Manage the level of project assignments and administrative work required of field sergeants that keep them out of the field.	Short Term	Minor	Deputy Chiefs	Management Team	
4.3.4	Redefine the role of the corporal to include more responsibility including field supervision.	Short Term	Minor	Deputy Chiefs	Management Team	12.5.2
4.3.5	Develop and provide training to existing and new field supervisors on the role of the sergeant, lieutenant, and commander; and how to effectively provide supervision.	Short Term	Minor	Training Academy	Management Team	
4.3.6	Develop continuity in supervision of patrol personnel by sergeants.	Short Term	Minor	Deputy Chief of Patrol	Management Team	
4.3.7	Acquire and implement Automated Vehicle Locator (AVL) technology to track patrol vehicle locations and provide central monitoring and supervision of patrol unit deployment.	Long Term	Major	Deputy Chief of Administration	Deputy Chief of Patrol, Research & Development	13.1.12
4.3.8	Explore the development of sergeant / corporal teams in Internal Affairs to reduce the number of investigations conducted by field sergeants.	Short Term	Minor	Internal Affairs	Deputy Chiefs	11.3.8

Measure(s) of Success:

1. Average response time to customer calls for service by call priority.
2. Ratio of field supervisors to patrol personnel.
3. Number of customer complaints generated by patrol personnel.

IMPROVING CUSTOMER SERVICES:
GOAL 4: IMPROVE PATROL RESPONSE TIME

*Strategic Plan of the
Long Beach Police Department*

Objective 4.4: Improve emergency call taking and dispatch capabilities.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
4.4.1	Revise the selection and hiring procedures for call takers and dispatchers to provide better recruitment, increased emphasis on multilingual abilities, more relevant applicant testing, and better education of applicants of job responsibilities.	Short Term	Minor	Communications Center	Deputy Chief of Administration, Deputy Chief of Patrol, Civil Service	2.5.1
4.4.2	Develop work load standards for communications center call takers and dispatchers and staff based on work load.	Short Term	Major	Communications Center	Deputy Chief of Patrol, Deputy Chief of Administration	12.1.4
4.4.3	Reduce the level of mandatory overtime required of communications call takers and dispatchers.	Mid Term	Minor	Communications Center	Deputy Chief of Patrol	
4.4.4	Explore new technologies to minimize work load and maximize productivity.	Short Term to Long Term	Minor	Communications Center	Research & Development	
4.4.5	Encourage and provide compensation incentives for communications employees to learn additional languages.	Short Term	Moderate	Chief of Police	Human Resources, Police Officers' Association, City Employee's Association	2.5.2
4.4.6	Implement the planned new Computer Aided Dispatch (CAD) and Records Management System (RMS).	Mid Term	None	Research & Development, Communications Center	Information Services Bureau, Department Wide	
4.4.7	Maintain constant staffing of a patrol sergeant in the Communications Center to provide supervision and coordination between Communications and officers in the field.	Mid Term	Moderate	Deputy Chief of Patrol		

Objective 4.4: Improve emergency call taking and dispatch capabilities. (Continued)

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
4.4.8	Improve the training of Communications employees including additional time for training and increased access to outside training.	Short Term	Minor	Communications Center	Deputy Chief of Patrol	
4.4.9	Develop a training lab with radio and CAD simulation capability.	Mid Term	Moderate	Communications Center	Deputy Chief of Patrol	
4.4.10	Increase the number of dispatch radio frequencies staffed from 2 to 4.	Mid Term	Moderate	Deputy Chief of Patrol	Communications Center	8.2.11
4.4.11	Explore consolidation or co-location of communications operations with other City or regional communications functions.	Short Term	To Be Determined	Chief of Police	Deputy Chief of Patrol, Communications Center	
4.4.12	Develop a maintenance management system for communications equipment.	Short Term	Minor	Communications Center	Research & Development, Information Services Bureau, Electronic Systems	
4.4.13	Develop a timely replacement system for communications equipment to maintain it within the state of the art and to ensure future operations free of interruption.	Short Term	Major	Communications Center	Research & Development, Information Services Bureau, Electronic Systems	

Objective 4.4: Improve emergency call taking and dispatch capabilities. (Continued)

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
4.4.14	Include funding for minor enhancements to communications systems to meet changing needs and maintain them within the state of the art.	Short Term	Moderate	Communications Center	Research & Development, Information Services Bureau, Electronic Systems	

Measure(s) of Success:

1. Average response time to customer calls for service by call priority.
2. Number of calls lost, number of calls placed on hold, average number of rings to answer.
3. Number of customer complaints generated by communications personnel.
4. Average time from call entry to dispatch.
5. Percentage of customers satisfied with the time it takes to answer emergency calls.

Objectives:

Goal 5:

Reduce Illegal Gang Activity

5.1 Strengthen Gang Prevention Programs

Prevent youth at risk of becoming involved in gangs and illegal gang activities from doing so.

5.2 Consolidate and Strengthen Gang Enforcement

Unite and improve the Department's response to illegal gang activity

5.3 Increase Community Involvement

Leverage community resources and involvement in reducing illegal gang activity.

5.4 Increase Coordination With Others

Increase the level of coordination with others involved in gang enforcement activities.

5.5 Modify Existing Laws

Modify and strengthen existing laws and ordinances related to illegal gang activity.

IMPROVING CUSTOMER SERVICES:
GOAL 5: REDUCE ILLEGAL GANG ACTIVITY

**Strategic Plan of the
Long Beach Police Department**

Objective 5.1: Strengthen Gang Prevention Programs.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
5.1.1	Increase the number of community volunteers participating in the Police Athletic League (PAL)	Short Term	None	Youth Services	Department Wide	7.1.1
5.1.2	Increase the number of sworn Police personnel providing voluntary participation in the Police Athletic League (PAL).	Short Term	None	Youth Services	Department Wide	7.1.2
5.1.3	Expand the level of anti-gang education provided as part of the DARE program.	Short Term	None	Youth Services	Deputy Chief of Patrol, Gang Detail	7.1.3
5.1.4	Identify gang related services provided by other government and private service agencies and provide this information to gang enforcement personnel as referral opportunities for current or potential gang members.	Short Term	Minor	Youth Services	Research & Development	7.1.4
5.1.5	Encourage local schools, churches, and businesses to create employment opportunities for potential gang members.	Short Term	None	Chief of Police	Department Wide	7.1.5
5.1.6	Encourage and assist the media to develop and publish stories on alternatives for gang members and how the community can help provide alternatives.	Short Term	Minor	Community Relations	Youth Services	5.3.4 7.1.6
5.1.7	Explore alternatives for holding parents accountable for their children's illegal gang activity.	Short Term	Minor	Special Investigations Division	Deputy Chief of Detectives, Gang Detail	7.1.7
5.1.8	Develop an aggressive curfew enforcement program.	Short Term	Moderate	Deputy Chiefs	Parks and Recreation	7.1.8
5.1.9	Develop additional Police Athletic League (PAL) programs and facilities in each Patrol Division and manage staffing at appropriate levels as additional sites are developed.	Short Term to Long Term	Moderate	Youth Services	Deputy Chief of Patrol	7.1.9

IMPROVING CUSTOMER SERVICES:
GOAL 5: REDUCE ILLEGAL GANG ACTIVITY

**Strategic Plan of the
Long Beach Police Department**

Objective 5.1: Strengthen Gang Prevention Programs. (Continued)

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
5.1.10	Create a Youth Service Section within the Special Investigations Division to coordinate all gang, drug, or other services to juveniles.	Short Term	Minor	Deputy Chief of Detectives	Deputy Chiefs	7.1.10
5.1.11	Develop and implement community work programs as alternative sentencing opportunities for gang offenders.	Mid Term	Major	Deputy Chief of Administration	Deputy Chiefs	7.1.11

Measure(s) of Success:

1. Decreased level of gang related violent crimes.
2. Reduction in the percentage of customers that frequently observes illegal gang activity and is negatively affected by it.
3. Estimated number of individuals prevented from becoming gang members.
4. Percent of customers satisfied with the efforts of the Police Department in reducing illegal gang activity.
5. Percent of customers who agree the Police Department is dedicated to reducing illegal gang activity.

IMPROVING CUSTOMER SERVICES:
GOAL 5: REDUCE ILLEGAL GANG ACTIVITY

*Strategic Plan of the
Long Beach Police Department*

Objective 5.2: Consolidate and strengthen gang enforcement efforts.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
5.2.1	Consolidate all gang enforcement efforts within the Detective Bureau including intelligence, enforcement, and investigation.	Short Term	Minor	Deputy Chief of Patrol, Deputy Chief of Detectives	Management Team	
5.2.2	Establish a clear and consistent direction for gang enforcement including well defined and specific operational goals and objectives for the Department and Gang Enforcement Unit.	Short Term	Minor	Deputy Chief of Detectives	Deputy Chiefs, Management Team	
5.2.3	Conduct biweekly coordination meetings with patrol division commanders and gang enforcement supervisors to establish weekly priorities and tactics. Communicate priorities and tactics to all gang and patrol personnel.	Short Term	Minor	Detectives Commander, Patrol Division Commanders		
5.2.4	Develop comprehensive training on gang enforcement methods and techniques and provide to all Department personnel.	Short Term	Minor	Detectives Commander	Management Team	
5.2.5	Develop a gang enforcement equipment pack that includes surveillance equipment and radios and assign these packs to each gang enforcement team.	Short Term	Moderate	Detectives Commander	Deputy Chiefs	4.2.7 7.2.7 9.1.7
5.2.6	Develop a philosophy among all Department personnel of aggressive enforcement against illegal gang activity.	Short Term	Minor	Chief of Police	Management Team	
5.2.7	Incorporate gang enforcement activity into police personnel professional development and performance appraisal mechanisms.	Short Term	Minor	Personnel	Detectives Commander, Patrol Division Commanders	7.2.8 9.1.9
5.2.8	Staff the Gang Unit at a level necessary to effectively address the City-wide gang problem.	Short Term	Major	Deputy Chief of Detectives	Detective	

Measure(s) of Success:

- 1. Decreased level of gang related violent crimes.**
- 2. Reduction in the percentage of customers that frequently observes illegal gang activity and is negatively affected by it.**

IMPROVING CUSTOMER SERVICES:
GOAL 5: REDUCE ILLEGAL GANG ACTIVITY

**Strategic Plan of the
Long Beach Police Department**

Objective 5.3: Increase community involvement in reducing illegal gang activity.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
5.3.1	Develop a public information campaign to create a philosophy of not tolerating illegal gang activity within the community.	Short Term	Minor	Community Relations	Gang Detail, Management Team	7.3.1 9.2.1
5.3.2	Encourage the community to provide information on illegal gang activity and gang members.	Short Term	Minor	Community Relations	Management Team	7.3.2
5.3.3	Obtain input on gang problems from community and neighborhood groups and focus police gang enforcement activities on these problems.	Short Term	Minor	Patrol Division Commanders	Management Team	7.3.3 9.2.2
5.3.4	Encourage and assist the media to develop stories on how the community can assist in reducing the level of illegal gang activity.	Short Term	Minor	Community Relations	Gang Detail	5.1.6 7.1.6 7.3.4 9.2.4

Measure(s) of Success:

- 1. Decreased level of gang related violent crimes.**
- 2. Reduction in the percentage of customers that frequently observes illegal gang activity and is negatively affected by it.**
- 3. Level of community involvement in reducing illegal gang activity.**

Objective 5.4: Increase coordination with others involved in gang enforcement.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
5.4.1	Participate in regional efforts with other police departments; and state and federal law enforcement agencies to reduce illegal gang activity.	Short Term	Minor	Gang Detail		7.4.2 9.3.3
5.4.2	Develop a City inter-departmental working group of all City departments with gang related programs or activities to meet monthly to coordinate gang related activities.	Short Term	Minor	Gang Detail		
5.4.3	Develop a working group of Police Department gang enforcement personnel, District Attorney gang prosecution, and judges to develop a common strategy for addressing illegal gang problems.	Short Term	Minor	Gang Detail		7.4.3

Measure(s) of Success:

1. Decreased level of gang related violent crimes.
2. Reduction in the percentage of customers that frequently observes illegal gang activity and is negatively affected by it.
3. Level of coordination with others involved in reducing illegal gang activity.
4. Number of innovative gang reduction programs implemented.

IMPROVING CUSTOMER SERVICES:
GOAL 5: REDUCE ILLEGAL GANG ACTIVITY

**Strategic Plan of the
Long Beach Police Department**

Objective 5.5: Modify and strengthen existing laws and ordinances related to illegal gang activity.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
5.5.1	Work with law enforcement agencies in Long Beach or the immediate area, prosecutors, and judges to identify and implement changes in laws related to illegal gang activity.	Short Term	Minor	Deputy Chief of Detectives	Gang Detail, Management Team	7.5.1
5.5.2	Work with the City Attorney to identify opportunities to strengthen or modify City ordinances related to gang activity and present proposed changes to the City Council for adoption.	Short Term	Minor	Deputy Chief of Detectives	Gang Detail, Management Team	7.5.2 9.4.1
5.5.3	Monitor State and Federal legislation related to illegal gang activity and attempt to influence the legislation through the City's State and Federal lobbyists.	Short Term	Minor	Chief of Police	Gang Detail, Management Team	7.5.3 9.4.2

Measure(s) of Success:

- 1. Decreased level of gang related violent crimes.**
- 2. Reduction in the percentage of customers that frequently observes illegal gang activity and is negatively affected by it.**
- 3. Number of positive changes in laws or ordinances related to illegal gang activity.**

Objectives:

Goal 6:

**Provide Effective
Criminal Investigations**

6.1 Improve Patrol Support of Criminal Investigations

Leverage the resources of Patrol operations to support effective investigations of crimes committed.

6.2 Improve Evidence Collection and Analysis

Provide better forensic support of criminal investigations.

6.3 Increase the Efficiency of Criminal Investigations

Increase the efficiency of Police Detective personnel conducting criminal investigations.

6.4 Increase Community Involvement in Criminal Investigations

Leverage community resources and involvement in conducting criminal investigations.

IMPROVING CUSTOMER SERVICES:
GOAL 6: PROVIDE EFFECTIVE CRIMINAL INVESTIGATIONS

**Strategic Plan of the
Long Beach Police Department**

Objective 6.1: Improve Patrol support of Criminal Investigations.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
6.1.1	Rotate all Police officers through the Detective Division (i.e., 4 week assignment) to increase their awareness of investigative requirements.	Mid Term to Long Term	Minor	Deputy Chief of Detectives	Deputy Chief of Patrol, Deputy Chief of Administration	
6.1.2	Include assignment in the Detective Division as part of the field training of new police recruits as part of Phase III of the FTO program.	Short Term	Minor	Deputy Chief of Detectives	Deputy Chief of Patrol, Deputy Chief of Administration	11.1.9
6.1.3	Develop training (potentially on video) on investigative operations and needs and how patrol can help support them.	Short Term	Minor	Detectives Commander	Deputy Chief of Patrol	
6.1.4	Expand the crime analysis function, including Criminal Information Bulletins (CIB's) with pictures, to improve communication of criminal activity information among patrol and detectives.	Mid Term	Moderate	Deputy Chief of Detectives	Deputy Chiefs	13.1.4
6.1.5	Increase the level of patrol time available for directed patrol and investigation activity.	Mid Term	Moderate	Deputy Chief of Patrol	Management Team	7.2.9 8.2.6 9.1.10
6.1.6	Increase the use of electronic tracking technology such as LoJack and ETS in the field to improve response to criminal occurrences and apprehension of suspects.	Mid Term	Major	Deputy Chiefs	Research & Development	13.1.2

Objective 6.1: Improve Patrol support of Criminal Investigations. (Continued)

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
6.1.7	Develop a patrol crime report review function by field sergeants to improve the quality of reports taken in the field.	Short Term	Moderate	Deputy Chief of Patrol	Information Management Division	11.2.2
6.1.8	Provide additional feedback to Patrol, and to specific personnel involved, on the disposition or outcome of criminal investigations.	Short Term	Minor	Deputy Chief of Detectives	Deputy Chief of Patrol	10.1.9

Measure(s) of Success:

1. Improved quality of crime reports taken in the field.
2. Improved quality of physical evidence.
3. Increased case clearance and conviction rates.
4. Reduced level of crime committed.

IMPROVING CUSTOMER SERVICES:
GOAL 6: PROVIDE EFFECTIVE CRIMINAL INVESTIGATIONS

*Strategic Plan of the
Long Beach Police Department*

Objective 6.2: Improve evidence collection and analysis.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
6.2.1	Provide evidence collection kits to patrol personnel including cameras, fingerprint kits, evidence bags, etc.	Short Term	Moderate	Deputy Chief of Patrol	Special Investigations Division	
6.2.2	Provide training to police personnel on the effective collection of criminal evidence at crime scenes.	Short Term	Minor	Deputy Chief of Patrol	Special Investigations Division	
6.2.3	Develop a comprehensive, well equipped, well trained, and available crime scene response unit.	Mid Term	Moderate	Deputy Chief of Detectives	Management Team	
6.2.4	Develop a comprehensive, well equipped, well trained, and efficient crime laboratory.	Mid Term	Major	Deputy Chief of Detectives	Special Investigations Division	13.1.10 13.1.11
6.2.5	Explore the potential for contracting laboratory services to other regional law enforcement agencies or private or public organizations.	Long Term	Potential Positive Impact	Deputy Chief of Detectives	Special Investigations Division	3.6.4

Measure(s) of Success:

1. Improved quality of forensic evidence collected in the field.
2. Improved quality and turnaround time of analysis of physical evidence.
3. Increased case clearance and conviction rates.
4. Reduced level of crime committed.

IMPROVING CUSTOMER SERVICES:
GOAL 6: PROVIDE EFFECTIVE CRIMINAL INVESTIGATIONS

*Strategic Plan of the
Long Beach Police Department*

Objective 6.3: Increase the efficiency of Police Detective personnel.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
6.3.1	Reduce the level of administrative tasks required of Detective personnel.	Mid Term	Minor	Deputy Chief of Detectives	Detectives Commander	
6.3.2	Streamline the handling of Internal Affairs cases including more resolution of cases at intake.	Short Term	Minor	Internal Affairs		4.2.2 11.4.1
6.3.3	Develop better investigative tools including a database of crimes committed and known criminals and increased access to existing databases (DOJ, NCIC, Utility Billing, Parking Citation, etc).	Mid Term	Moderate	Deputy Chief of Detectives	Research & Development, Detectives Commander	13.1.15
6.3.4	Improve access to vehicles and equipment (radios, tape recorders, computers, etc.).	Short Term	Major	Deputy Chief of Detectives	Research & Development, Detectives Commander	14.3.2
6.3.5	Deploy investigative personnel to match work load including increased evening, night, and weekend shifts.	Short Term	Major	Deputy Chief of Detectives	Detectives Commander	
6.3.6	Increase the level of field deployment of investigative personnel.	Short Term	Major	Deputy Chief of Detectives	Detectives Commander	
6.3.7	Review the practice of assigning the majority of injured and restrictive duty police personnel to the Detective function.	Short Term	Minor	Deputy Chiefs	Personnel	12.3.3
6.3.8	Increase the hiring of para-professional civilian personnel to perform the routine paper work of case filings.	Short Term	Major	Deputy Chief of Detectives	Detectives Commander	
6.3.9	Develop a working group of detectives and prosecutors from the City Prosecutor's and District Attorney's Offices' to develop a working agreement on case filing and prosecution policies including the filing of routine cases by civilian personnel.	Short Term	Minor	Deputy Chief of Detectives	Detectives Commander	3.7.4

Measure(s) of Success:

- 1. Increased case clearance and conviction rates.**
- 2. Reduced level of crime committed.**

IMPROVING CUSTOMER SERVICES:
GOAL 6: PROVIDE EFFECTIVE CRIMINAL INVESTIGATIONS

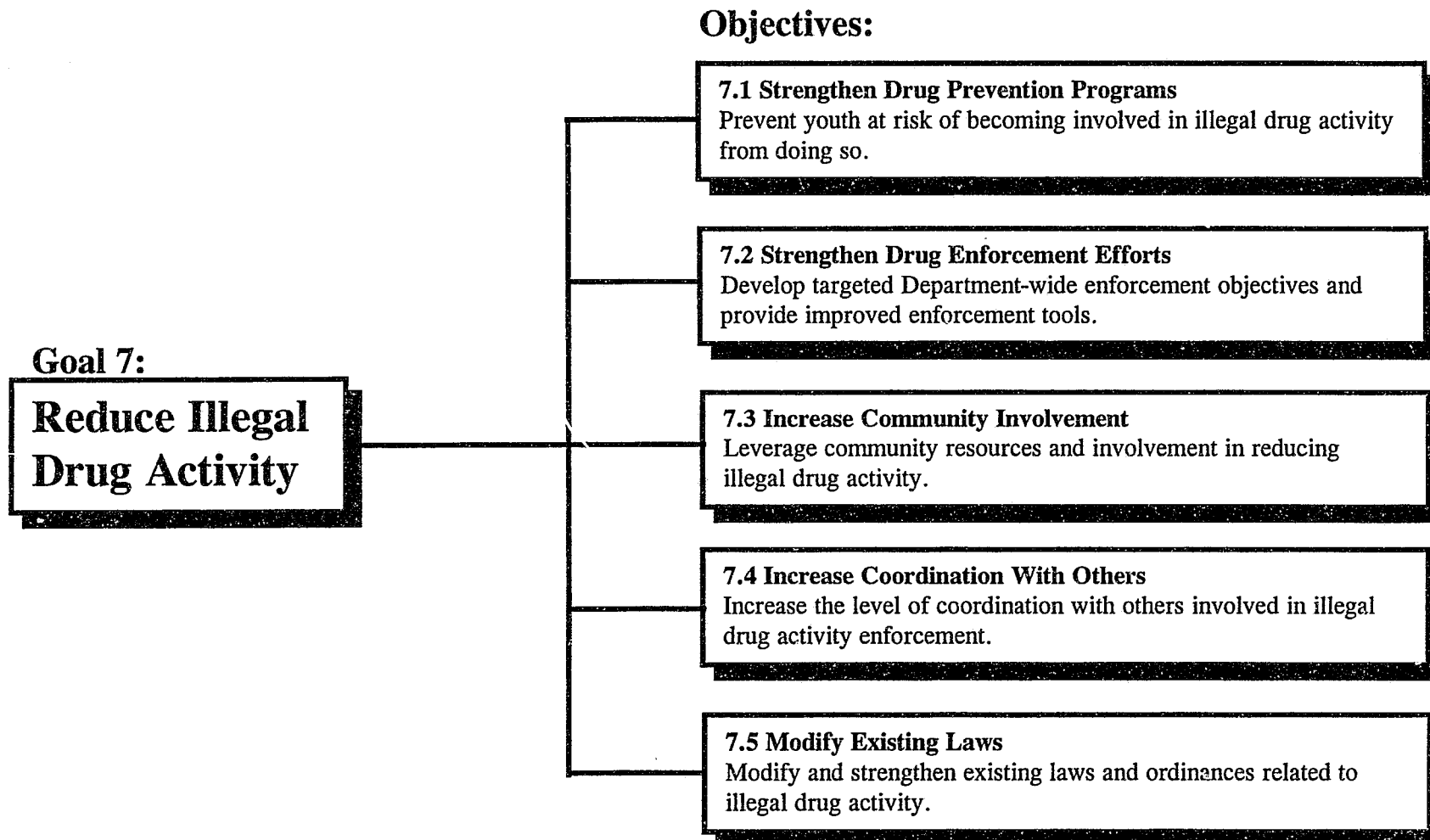
**Strategic Plan of the
Long Beach Police Department**

Objective 6.4: Increase community involvement in criminal investigations.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
6.4.1	Provide training through brochures, newspaper articles, and news programs on how community members can most effectively report crimes and facilitate criminal investigations.	Short Term	Minor	Deputy Chief of Detectives	Community Relations	
6.4.2	Work with the business community to make improvements in security systems including video surveillance equipment.	Short Term	Minor	Deputy Chief of Detectives	Community Relations	3.1.7
6.4.3	Establish a working group of detectives, private security services, and loss prevention associations to develop ways of streamlining the arrest and complaint process for private security and developing mutual agendas.	Short Term	Minor	Deputy Chief of Detectives	Deputy Chief of Patrol	
6.4.4	Expand training of bank and retail personnel on the use of Electronic Tracking Systems (ETS) and other crime prevention technology.	Short Term	Minor	Deputy Chief of Detectives	Community Relations	

Measure(s) of Success:

- 1. Improved relationships with the community.**
- 2. Improved quality of information and assistance provided by private security.**
- 3. Increased case clearance and conviction rates.**
- 4. Reduced level of crime committed.**
- 5. Percentage of customers that agree the Police Department is effectively investigating crime.**



IMPROVING CUSTOMER SERVICE:
GOAL 7: REDUCE ILLEGAL DRUG ACTIVITY

*Strategic Plan of the
Long Beach Police Department*

Objective 7.1: Strengthen Drug Prevention Programs.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
7.1.1	Increase the number of community volunteers participating in the Police Athletic League (PAL)	Short Term	None	Youth Services	Department Wide	5.1.1
7.1.2	Increase the number of sworn Police personnel providing voluntary participation in the Police Athletic League (PAL).	Short Term	None	Youth Services	Department Wide	5.1.2
7.1.3	Expand the level of anti-drug education provided as part of the DARE program at the middle and high school levels.	Short Term	Moderate	Youth Services	Deputy Chief of Patrol, Drug Detail	5.1.3
7.1.4	Identify drug related services provided by other government and private service agencies and provide this information to drug enforcement personnel as referral opportunities for current or potential drug users.	Short Term	Minor	Youth Services	Research & Development	5.1.4
7.1.5	Encourage local schools, churches, and businesses to create employment opportunities for potential drug users or dealers.	Short Term	None	Chief of Police	Department Wide	5.1.5
7.1.6	Encourage and assist the media to develop and publish stories on the negative effects of drug abuse and how the community can help provide alternatives.	Short Term	Minor	Community Relations	Drug Detail	5.1.6 5.3.4
7.1.7	Explore alternatives for holding parents accountable for their children's illegal drug activity.	Short Term	Minor	Special Investigations Division	Deputy Chief of Detectives, Drug Detail	5.1.7
7.1.8	Develop an aggressive curfew enforcement program.	Short Term	Moderate	Deputy Chiefs	Parks and Recreation	5.1.8
7.1.9	Develop additional Police Athletic League (PAL) programs and facilities in each Patrol Division and manage staffing at appropriate levels as additional sites are developed.	Short Term to Long Term	Moderate	Youth Services	Deputy Chief of Patrol	5.1.9

IMPROVING CUSTOMER SERVICE:
GOAL 7: REDUCE ILLEGAL DRUG ACTIVITY

**Strategic Plan of the
Long Beach Police Department**

Objective 7.1: Strengthen Drug Prevention Programs. (Continued)

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
7.1.10	Create a Youth Service Section within the Special Investigations Division to coordinate all drug, or other services to juveniles.	Short Term	Minor	Deputy Chief of Detectives	Deputy Chiefs	5.1.10
7.1.11	Develop and implement community work programs as alternative sentencing opportunities for drug offenders.	Mid Term	Major	Deputy Chief of Administration	Deputy Chiefs	5.1.11
7.1.12	Work with the City Planning and Community Development Department's to identify drug zones and develop long-term planning or development solutions.	Short Term	Minor	Drug Investigations Lieutenant	Patrol Division Commanders	

Measure(s) of Success:

- 1. Decreased level of drug related activity and violent crimes.**
- 2. Reduction in the percentage of customers that frequently observes illegal drug activity and is negatively affected by it.**
- 3. Estimated number of individuals prevented from becoming drug users.**
- 4. Percentage of customers that are satisfied with the level of drug enforcement.**
- 5. Percentage of customers that agree the Police Department is dedicated to reducing illegal drug activity.**

IMPROVING CUSTOMER SERVICE:
GOAL 7: REDUCE ILLEGAL DRUG ACTIVITY

**Strategic Plan of the
Long Beach Police Department**

Objective 7.2: Strengthen drug enforcement efforts.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
7.2.1	Refocus illegal drug activity enforcement as a Department-wide responsibility.	Short Term	None	Chief of Police	Management Team	
7.2.2	Establish a clear and consistent direction for drug enforcement including well defined and specific operational goals and objectives for the Drug Enforcement Unit and patrol units.	Short Term	None	Special Investigations Division	Patrol Division Commanders	
7.2.3	Conduct biweekly coordination meetings with patrol division commanders and drug enforcement supervisors to establish weekly priorities and tactics. Communicate priorities and tactics to all drug and patrol personnel.	Short Term	None	Special Investigations Division	Patrol Division Commanders	
7.2.4	Develop a drug activity complaint priority system and database including a standard form for recording a complaint, criteria for establishing relative priority of complaints, and a mechanism for following-up or communicating results with the source of the complaint. Make limited information available to all police personnel involved in enforcement.	Mid Term	Moderate	Special Investigations Division	Research & Development, Patrol Division Commanders	
7.2.5	Provide more comprehensive training on drug enforcement methods and techniques and provide to patrol personnel.	Short Term	Minor	Training Academy	Patrol Division Commanders	
7.2.6	Develop a drug enforcement equipment pack that includes surveillance equipment and radios and assign these packs to each drug enforcement team.	Short Term	Moderate	Special Investigations Division	Deputy Chief of Administration	4.2.7 5.2.5 9.1.7

Objective 7.2: Strengthen drug enforcement efforts. (Continued)

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
7.2.7	Develop drug enforcement performance objectives for all police personnel and include them in professional development and performance appraisal mechanisms.	Short Term	Minor	Personnel	Special Investigations Division, Patrol Division Commanders	5.2.7 8.3.2 9.1.9
7.2.8	Increase the level of patrol time available for directed patrol and enforcement activity.	Short Term	Major	Deputy Chief of Patrol	Patrol Division Commanders	6.1.5 8.2.6 9.1.10
7.2.9	Improve drug testing ability and turnaround time.	Mid Term	Major	Deputy Chief of Detectives		
7.2.10	Expand drug enforcement staffing to provide 7 day operations.	Mid Term	Major	Special Investigations Division		
7.2.11	Staff the drug recognition function (DRE) 7 days a week, 24 hours a day.	Mid Term	Major	Deputy Chief of Patrol	Special Investigations Division	

Measure(s) of Success:

- 1. Decreased level of drug related violent crimes.**
- 2. Reduction in the percentage of customers that frequently observes illegal drug activity and is negatively affected by it.**

IMPROVING CUSTOMER SERVICE:
GOAL 7: REDUCE ILLEGAL DRUG ACTIVITY

**Strategic Plan of the
Long Beach Police Department**

Objective 7.3: Increase community involvement in reducing illegal drug activity.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
7.3.1	Develop a public information campaign to create a philosophy of reducing illegal drug activity within the community.	Short Term	Minor	Community Relations	Special Investigations Division	5.3.1 9.2.1
7.3.2	Encourage the community to provide information on illegal drug activity and drug dealers through the illegal drug hotline and complaint system.	Short Term	Minor	Special Investigations Division	Community Relations, Management Team	5.3.2
7.3.3	Obtain input on drug problems from community and neighborhood groups and focus police drug enforcement activities on these problems.	Short Term	Minor	Patrol Division Commanders	Special Investigations Division	5.3.3 9.2.2
7.3.4	Encourage and assist the media to develop stories on how the community can assist in reducing the level of illegal drug activity.	Short Term	Minor	Special Investigations Division	Community Relations	5.1.6 5.3.4 7.1.6 9.2.4
7.3.5	Provide orientation to City Council staff on information to collect from constituents making illegal drug activity complaints and the use of a standard information form.	Short Term	Minor	Special Investigations Division	Chief of Police	9.2.6
7.3.6	Explore becoming part of the WE-TIP drug information system to obtain additional input from the community on illegal drug activity.	Short Term	Moderate	Special Investigations Division	Community Relations	

Measure(s) of Success:

- 1. Decreased level of drug related violent crimes.**
- 2. Reduction in the percentage of customers that frequently observes illegal drug activity and is negatively affected by it.**
- 3. Level of community involvement in reducing illegal drug activity.**

IMPROVING CUSTOMER SERVICE:
GOAL 7: REDUCE ILLEGAL DRUG ACTIVITY

**Strategic Plan of the
Long Beach Police Department**

Objective 7.4: Increase coordination with others involved in drug enforcement.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
7.4.1	Develop a City-wide cooperative effort and data base to reduce locations catering or allowing drug sales through zoning or code enforcement, revocation of business licenses, asset seizure, citation for health violations, and other potential City enforcement activity.	Short Term	Minor	Special Investigations Division	Research & Development	9.3.1
7.4.1	Participate in regional efforts with other police departments; and state and federal law enforcement agencies to reduce illegal drug activity.	Short Term	Minor	Special Investigations Division	Deputy Chief of Detectives	5.4.1 9.3.3
7.4.2	Develop a working group of Police Department drug enforcement personnel, District Attorney drug prosecution, and judges to develop a common strategy for addressing illegal drug problems including alternative sentencing programs for offenders.	Short Term	Minor	Special Investigations Division	Deputy Chief of Detectives	5.4.3 9.3.4

Measure(s) of Success:

- 1. Decreased level of drug related violent crimes.**
- 2. Reduction in the percentage of customers that frequently observes illegal drug activity and is negatively affected by it.**
- 3. Level of coordination with others involved in reducing illegal drug activity.**
- 4. Number of innovative illegal drug activity reduction programs implemented.**

IMPROVING CUSTOMER SERVICE:
GOAL 7: REDUCE ILLEGAL DRUG ACTIVITY

**Strategic Plan of the
Long Beach Police Department**

Objective 7.5: Modify and strengthen existing laws and ordinances related to illegal drug activity.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
7.5.1	Work with law enforcement agencies in Long Beach or the immediate area, prosecutors, and judges to identify and implement changes in laws related to illegal drug activity.	Short Term	None	Special Investigations Division	Deputy Chief of Detectives	5.5.1
7.5.2	Work with the City Attorney to identify opportunities to strengthen or modify City ordinances related to illegal drug activity and present proposed changes to the City Council for adoption.	Short Term	Minor	Special Investigations Division	Deputy Chiefs	5.5.2 9.4.1
7.5.3	Monitor State and Federal legislation related to illegal drug activity and attempt to influence the legislation through the City's State and Federal lobbyists.	Short Term	Minor	Chief of Police	Deputy Chiefs	5.5.3 9.4.2

Measure(s) of Success:

- 1. Decreased level of drug related violent crimes.**
- 2. Reduction in the percentage of customers that frequently observes illegal drug activity and is negatively affected by it.**
- 3. Number of positive changes in laws or ordinances related to illegal drug activity.**

Objectives:

Goal 8:

**Provide Neighborhood Security and
Solve Neighborhood Problems**

8.1 Increase Neighborhood Input

Increase the level of input from individual neighborhoods on problems and priorities within each neighborhood.

8.2 Focus on Neighborhood Priorities

Focus Police resources on issues and priorities of individual neighborhoods.

8.3 Increase Neighborhood Commitment of Officers

Increase the level of commitment and continuity of patrol officers within neighborhoods to improve community interaction.

8.4 Increase Neighborhood Involvement

Increase the level of involvement in solving neighborhood problems by individuals in neighborhoods.

Objective 8.1: Increase the level of input from individual neighborhoods on problems and priorities within each neighborhood.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
8.1.1	Encourage and provide incentives for Police personnel at all levels to become more involved in community and neighborhood groups.	Short Term	Minor	Deputy Chiefs	Management Team	2.3.5
8.1.2	Communicate to members of individual neighborhoods the names of beat officers.	Short Term	Minor	Patrol Division Commanders	Patrol Officers	
8.1.3	Develop an automated neighborhood input / problem identification database that is accessible to patrol officers and easy to use.	Mid Term	Moderate	Patrol Division Commanders	Research & Development	8.2.5
8.1.4	Distribute neighborhood input / problem identification survey questionnaires within neighborhoods on an annual basis.	Mid Term	Moderate	Patrol Division Commanders	Research & Development	1.1.1 8.2.1
8.1.5	Develop the ability for members of the public to contact their beat officers by telephone through implementing a voice mail system for all beat officers.	Short Term	Moderate	Research & Development	Patrol Division Commanders	2.3.6 13.1.5
8.1.6	Encourage members of the public to contact their beat officers through voice mail and identify non-emergency neighborhood issues and problems.	Short Term	Minor	Patrol Division Commanders	Deputy Chief of Patrol, Community Relations	2.3.6
8.1.7	Improve the ability of field supervisors to communicate with the public by installing cellular telephones in supervisor cars and encouraging supervisors to use them to communicate with the public.	Short Term	Moderate	Research & Development	Deputy Chief of Patrol	2.3.6
8.1.8	Improve the ability of beat officers to communicate with the public by installing cellular telephones in beat cars and encouraging beat officers using them to communicate with the public.	Mid Term	Major	Research & Development	Deputy Chief of Patrol	2.3.6
8.1.9	Develop billboards showing beat officers, encouraging public input, and identifying how the public can contact beat officers.	Short Term	Moderate	Patrol Division Commanders	Deputy Chief of Patrol, Community Relations	
8.1.10	Develop a mechanism to solicit input from City employees on issues and problems in their neighborhoods.	Short Term	Minor	Patrol Division Commanders	Deputy Chief of Patrol	3.1.4 8.4.1

Objective 8.1: Increase the level of input from individual neighborhoods on problems and priorities within each neighborhood.
(Continued)

Measure(s) of Success:

- 1. Number of issues identified by neighborhood members and communicated to beat officers.**
- 2. Number of follow-up contacts by beat officers.**
- 3. Percentage of customers that agree they are able to communicate with their beat officers and supervisors.**
- 4. Percentage of customers that agree the Police Department understands the problems and priorities of the neighborhoods.**
- 5. Percentage of customers that agree beat officers and supervisors understand the problems and priorities of the neighborhoods.**

Objective 8.2: Focus police resources on issues and priorities of individual neighborhoods.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
8.2.1	Identify problems (gangs, violent crimes, drugs) within current beats and establish a baseline for evaluating the effectiveness of Department operations.	Short Term	Minor	Crime Analysis	Deputy Chiefs	8.1.4
8.2.2	Establish problem solving meetings of beat sergeants and officers to develop strategies and tactics to resolve top priority problems in each beat.	Short Term	Minor	Patrol Division Lieutenants	Patrol Sergeants and Officers	
8.2.3	Develop specific monthly objectives and targets for directed patrol in each beat based on neighborhood input. The objectives and targets should be developed by beat sergeants and officers.	Short Term	Minor	Patrol Division Lieutenants	Patrol Sergeants and Officers	
8.2.4	Develop a beat problem / action tracking system (beat notebooks).	Short Term	Minor	Patrol Division Lieutenants	Patrol Sergeants and Officers	
8.2.5	Automate the beat problem / action tracking system and make it accessible through the Mobile Data Terminals (MDT's) in the vehicles.	Mid Term	Moderate	Research & Development	Deputy Chief of Patrol	8.1.3
8.2.6	Increase the amount of Patrol time available for directed patrol to work on specific objectives and targets in each neighborhood to 33% of total patrol time.	Mid Term	To Be Determined	Deputy Chief of Patrol	Patrol Division Commanders	6.1.5 7.2.9 9.1.10
8.2.7	Develop a Department-wide philosophy of supporting the beat officer and focusing Department enforcement efforts on neighborhood identified problems.	Short Term	Minor	Chief of Police	Management Team	
8.2.8	Develop an efficient method of beat officers following up on public input such as a post card update form.	Short Term	Minor	Patrol Division Commanders	Patrol Sergeants and Officers	

Objective 8.2: Focus police resources on issues and priorities of individual neighborhoods. (Continued)

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
8.2.8	Evaluate deploying patrol resources / beat officers based on problems that are identified as seasonal or time of day specific.	Short Term	Minor	Patrol Deployment	Patrol Division Commanders, Police Officers' Association	4.1.1
8.2.9	Develop community policing teams consisting of beat officers and beat support teams (new resources).	Mid Term	Major	Deputy Chief of Patrol	Patrol Division Commanders	
8.2.10	Reduce the size of patrol beats and combine functions of responding to calls for service and solving neighborhood problems.	Mid Term	Minor	Deputy Chief of Patrol	Field Support Division, Patrol Division Commanders	
8.2.11	Implement the use of additional radio frequencies for handling dispatch in additional patrol beats.	Mid Term	Moderate	Deputy Chief of Patrol	Communications Center	4.4.10
8.2.12	Locate Police substations within neighborhoods to facilitate and stimulate neighborhood revitalization.	Short to Long Term	Major	Deputy Chief of Patrol	Patrol Division Commanders	2.2.2

Measure(s) of Success:

- 1. Percentage of customers that agree the Police Department is focusing resources on the priorities of individual neighborhoods.**
- 2. Percentage of beat officers that believe they have the support from the Department to address the issues and priorities of individual neighborhoods.**

Objective 8.3: Increase the level of commitment and continuity of patrol officers within neighborhoods to improve community interaction.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
8.3.1	To encourage beat continuity, attempt to maintain patrol officers within a beat for a minimum of two years to provide time to get to know the neighborhood and become familiar to those in the area.	Short Term	Minor	Patrol Division Commanders	Deputy Chief of Patrol	
8.3.2	Include beat health and neighborhood awareness of Police activities in the performance evaluations of beat officers.	Short Term	Minor	Patrol Division Commanders	Personnel	7.2.8 9.1.9

Measure(s) of Success:

1. Average length of time officers are assigned to a beat.
2. Percentage of customers that agree beat officers are committed to beats.
3. Percentage of beat officers that believe they are provided adequate time to become familiar with the priorities of neighborhoods.

Objective 8.4: Increase Neighborhood Involvement in Solving Neighborhood Problems.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
8.4.1	Encourage City workers, utility workers, postal workers, and other individuals performing functions in neighborhoods to provide information to or assist police in solving neighborhood problems.	Short Term	Minor	Patrol Division Commanders	Management Team	8.1.10

Measure(s) of Success:

1. Number of times individuals working in neighborhoods and the Police Department work together to solve neighborhood problems.

Objectives:

Goal 9:

**Reduce Prostitution and
Lewd Behavior**

9.1 Strengthen Prostitution and Lewd Behavior Enforcement
Develop targeted Department-wide enforcement objectives and provide improved enforcement tools.

9.2 Increase Community Involvement
Leverage community resources and involvement in reducing prostitution and lewd behavior.

9.3 Increase Coordination With Others
Increase the level of coordination with others involved in prostitution and lewd behavior enforcement activities.

9.5 Modify Existing Laws
Modify and strengthen existing laws and ordinances related to prostitution and lewd behavior.

IMPROVING CUSTOMER SERVICE:
GOAL 9: REDUCE PROSTITUTION AND LEWD BEHAVIOR

*Strategic Plan of the
Long Beach Police Department*

Objective 9.1: Strengthen prostitution and lewd behavior enforcement activity.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
9.1.1	Refocus prostitution and lewd behavior abatement as a Department-wide responsibility.	Short Term	None	Chief of Police	Management Team	
9.1.2	Establish a clear and consistent direction for prostitution and lewd behavior enforcement including well defined and specific operational goals and objectives for the Vice Enforcement Unit and patrol units.	Short Term	None	Chief of Police	Management Team	
9.1.3	Conduct biweekly coordination meetings with patrol division commanders and vice enforcement supervisors to establish weekly priorities and tactics. Communicate priorities and tactics to all vice and patrol personnel.	Short Term	None	Special Investigations Division	Patrol Division Commanders	
9.1.4	Develop a vice activity complaint priority system and database including a standard form for recording a complaint, criteria for establishing relative priority of complaints, and a mechanism for following-up or communicating results with the source of the complaint. Make limited information available to all police personnel involved in enforcement.	Mid Term	Moderate	Special Investigations Division	Research & Development, Patrol Division Commanders	
9.1.5	Provide more comprehensive training on vice enforcement methods and techniques and provide to all vice enforcement personnel. Provide targeted training on vice enforcement to patrol personnel assigned to problem areas.	Short Term	Minor	Training Academy	Special Investigations Division, Patrol Division Commanders	
9.1.6	Develop a vice enforcement equipment pack that includes surveillance equipment and radios and assign these packs to each vice enforcement team.	Short Term	Moderate	Special Investigations Division	Research & Development	4.2.7 5.2.5 7.2.7

IMPROVING CUSTOMER SERVICE:
GOAL 9: REDUCE PROSTITUTION AND LEWD BEHAVIOR

*Strategic Plan of the
Long Beach Police Department*

Objective 9.1: Strengthen vice enforcement efforts. (Continued)

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
9.1.7	Develop a data base of vice violators and their conditions of probation and make it accessible to all involved police personnel including patrol.	Mid Term	Moderate	Special Investigations Division	Research & Development	
9.1.8	Develop vice enforcement performance objectives for all police personnel and include them in professional development and performance appraisal mechanisms.	Short Term	Minor	Personnel	Special Investigations Division, Patrol Division Commanders	5.2.7 7.2.8 8.3.2
9.1.9	Increase the level of patrol time available for directed patrol and enforcement activity.	Short Term	Major	Deputy Chief of Patrol	Patrol Division Commanders	6.1.5 7.2.9 8.2.6
9.1.10	Increase the visibility of patrol personnel in vice problem areas by positioning DUI check points, encouraging patrol personnel to write reports, and focusing traffic and other enforcement activity in problem areas.	Short Term	Minor	Deputy Chief of Patrol	Patrol Division Commanders, Special Investigations Division	

Measure(s) of Success:

1. Decreased level of vice related crimes.
2. Reduction in the percentage of customers that frequently observes illegal vice activity and is negatively affected by it.
3. Reduction in the number of citizen complaints regarding illegal vice activity.
4. Percentage of customers satisfied with the level of enforcement of prostitution and lewd behavior laws.
5. Amount of patrol time dedicated to vice enforcement activities.

IMPROVING CUSTOMER SERVICE:
GOAL 9: REDUCE PROSTITUTION AND LEWD BEHAVIOR

*Strategic Plan of the
Long Beach Police Department*

Objective 9.2: Increase community involvement in reducing illegal vice activity.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
9.2.1	Develop a public information campaign to create a philosophy of reducing illegal vice activity within the community.	Short Term	Minor	Special Investigations Division	Community Relations	5.3.1 7.3.1
9.2.2	Obtain input on vice problems from community and neighborhood groups and focus police vice enforcement activities and directed patrol on these problems.	Short Term	Minor	Patrol Division Commanders	Special Investigations Division	5.3.3 7.3.3
9.2.3	Develop programs that can be implemented by community groups to impact illegal vice activity including publication of suspects arrested, signs in prostitution abatement areas, and videotaping of vice activity.	Short Term	Minor	Special Investigations Division	Patrol Division Commanders	
9.2.4	Encourage and assist the media to develop stories on the victims of illegal vice activity, the threat of sexually transmitted diseases, and how the community can assist in reducing the level of illegal vice activity.	Short Term	Minor	Special Investigations Division	Community Relations	5.1.6 5.3.4 7.1.6 7.3.4
9.2.5	Publish the Department's lewd enforcement policy in publications that advertise Long Beach as a good location for lewd activity.	Short Term	Minor	Special Investigations Division	Community Relations	
9.2.6	Provide orientation to City Council staff on information to collect from constituents making illegal vice activity complaints and the use of a standard information form.	Short Term	Minor	Special Investigations Division	Chief of Police	7.3.5

Measure(s) of Success:

1. Decreased level of vice related crimes.
2. Reduction in the percentage of customers that frequently observes illegal vice activity and is negatively affected by it.
3. Reduction in the number of citizen complaints regarding illegal vice activity.
4. Level of community involvement in reducing illegal vice activities.
5. Percentage of customers that agree the Police Department is committed to reducing illegal vice activity.

IMPROVING CUSTOMER SERVICE:
GOAL 9: REDUCE PROSTITUTION AND LEWD BEHAVIOR

**Strategic Plan of the
Long Beach Police Department**

Objective 9.3: Increase coordination with others involved in vice enforcement.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
9.3.1	Develop a City-wide cooperative effort and data base to reduce locations catering or allowing vice activity through zoning or code enforcement, revocation of business licenses, abatement, citation for health violations, and other potential City enforcement activity.	Short Term	Minor	Special Investigations Division	Research & Development	7.4.1
9.3.2	Improve the liaison with County Parole and Probation agencies and improve the enforcement of conditions of parole or probation.	Short Term	Minor	Special Investigations Division	Deputy Chief of Detectives	
9.3.3	Participate in regional efforts with other police departments; and state and federal law enforcement agencies to identify innovative methods of reducing illegal vice activity.	Short Term	Minor	Special Investigations Division	Deputy Chief of Detectives	5.4.1 7.4.2
9.3.4	Develop a working group of Police Department vice enforcement personnel, City Prosecutor vice prosecutors, and judges to develop a common strategy for addressing illegal vice problems including a consistent police on case filings and pleadings, and alternative sentencing programs for offenders.	Short Term	Minor	Special Investigations Division	Deputy Chief of Detectives	5.4.3 7.4.3

Measure(s) of Success:

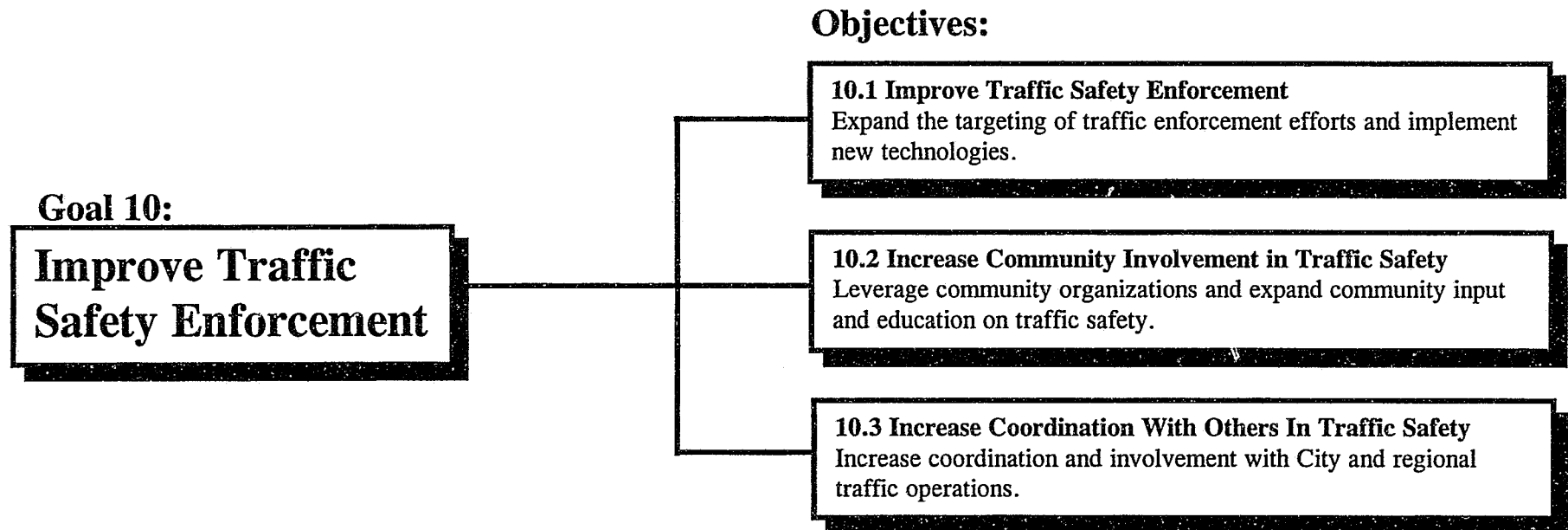
- 1. Decreased level of vice related crimes.**
- 2. Reduction in the percentage of customers that frequently observes illegal vice activity and is negatively affected by it.**
- 3. Reduction in the number of citizen complaints regarding illegal vice activity.**

Objective 9.4: Modify and strengthen existing laws and ordinances related to illegal vice activity.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
9.4.1	Work with the City Attorney to identify opportunities to strengthen or modify City ordinances related to illegal vice activity including no parking or stopping zones in problem areas, civil penalties for vice violations (charge John's for the cost of enforcement activities), changes in the hotel/motel code and present proposed changes to the City Council for adoption.	Short Term	Minor	Special Investigations Division	Deputy Chief of Detectives	5.5.2 7.5.2
9.4.2	Monitor State and Federal legislation related to illegal vice activity and attempt to influence the legislation through the City's State and Federal lobbyists.	Short Term	Minor	Special Investigations Division	Deputy Chief of Detectives, Chief of Police	5.5.3 7.5.3

Measure(s) of Success:

1. Decreased level of vice related crimes.
2. Reduction in the percentage of the population that frequently observes illegal vice activity and is negatively affected by it.
3. Reduction in the number of citizen complaints regarding illegal vice activity.
4. Number of positive changes in laws and ordinances related to illegal vice activity.



IMPROVING CUSTOMER SERVICE:
GOAL 10: IMPROVE TRAFFIC SAFETY ENFORCEMENT

*Strategic Plan of the
Long Beach Police Department*

Objective 10.1: Improve Traffic Safety Enforcement.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
10.1.1	Expand and automate the targeting of traffic enforcement to areas with high traffic accident occurrence including loss of life and property damage.	Mid Term	Moderate	Field Support Division	Research & Development	
10.1.2	Monitor technology and State efforts to automate traffic citation issuance.	Short Term to Mid Term	To Be Determined	Field Support Division	Research & Development	
10.1.3	Explore the installation of video cameras at key locations to monitor traffic flow and identify problems.	Mid Term	Major	Field Support Division	Traffic Lieutenant, Public Works	
10.1.4	Expand the use of reserves in issuance of traffic citations and/or warnings.	Short Term	Moderate	Field Support Division	Traffic Lieutenant	
10.1.5	Expand commercial traffic (large trucks) enforcement with funding from the Port(s).	Short Term	Moderate	Field Support Division	Traffic Lieutenant	
10.1.6	Expand training in the use of radar, DUI and drug recognition, and accident investigations.	Short Term	Moderate	Field Support Division	Training Academy, Traffic Lieutenant	
10.1.7	Develop a traffic accident report review function by supervisors and provide training to improve the quality of reports taken in the field.	Short Term	Minor	Deputy Chief of Patrol	Traffic Lieutenant	
10.1.8	Expand DUI checkpoint use.	Short Term	Moderate	Field Support Division	Traffic Lieutenant	

IMPROVING CUSTOMER SERVICE:
GOAL 10: IMPROVE TRAFFIC SAFETY ENFORCEMENT

**Strategic Plan of the
Long Beach Police Department**

Objective 10.1: Improve Traffic Safety Enforcement. (Continued)

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
10.1.9	Provide additional feedback to Patrol, and to specific personnel involved, on the disposition or outcome of traffic related criminal investigations.	Short Term	Minor	Field Support Division	Traffic Lieutenant	6.1.8
10.1.10	Expand DUI teams to each Patrol Division within the City.	Long Term	Major	Field Support Division	Patrol Division Commanders, Traffic Lieutenant	

Measure(s) of Success:

- 1. Percentage of customers that agree the Department is focusing on appropriate traffic problems.**
- 2. Increase in efficiency level of traffic personnel.**
- 3. Reduced level of traffic fatalities and property damage.**

IMPROVING CUSTOMER SERVICE:
GOAL 10: IMPROVE TRAFFIC SAFETY ENFORCEMENT

*Strategic Plan of the
Long Beach Police Department*

Objective 10.2: Increase community involvement in traffic safety.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
10.2.1	Encourage the community to develop organizations and programs such as Mothers Against Drunk Drivers (MADD), Students Against Drunk Drivers (SADD), and Safe Ride Home.	Short Term	Minor	Field Support Division	Community Relations	
10.2.2	Establish a community traffic safety tracking system, and feedback mechanism; and encourage the community to provide information on traffic problems within the City.	Short Term	Moderate	Field Support Division	Research & Development, Community Relations	
10.2.3	Provide additional traffic safety training including brochures, newspaper articles, and news programs.	Short Term	Minor	Field Support Division	Community Relations	
10.2.4	Inform the community of traffic enforcement activities in specific neighborhoods through flyers, talking to people in the area, and local newspaper press releases and articles.	Short Term	Moderate	Field Support Division	Community Relations	
10.2.5	Work with community groups to expand innovative traffic safety programs including crash cars, officer wax works, etc.	Short Term	To Be Determined	Field Support Division	Community Relations	

Measure(s) of Success:

- 1. Percentage of customers that agree the Department is focusing on appropriate traffic problems.**
- 2. Increase in efficiency level of traffic personnel.**
- 3. Reduced level of traffic fatalities and property damage.**

IMPROVING CUSTOMER SERVICE:
GOAL 10: IMPROVE TRAFFIC SAFETY ENFORCEMENT

*Strategic Plan of the
Long Beach Police Department*

Objective 10.3: Increase coordination with others involved in traffic safety.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
10.3.1	Increase coordination and involvement with the City's traffic engineering function to identify traffic problems and develop long-term solutions.	Short Term to Long Term	Minor	Field Support Division	Traffic Lieutenant	
10.3.2	Encourage the consolidation of regional traffic safety planning and enforcement.	Long Term	Potential Positive Impact	Chief of Police	Deputy Chiefs	3.6.3

Measure(s) of Success:

- 1. Percentage of customers that agree the Department is focusing on appropriate traffic problems.**
- 2. Increase in efficiency level of traffic personnel.**
- 3. Reduced level of traffic fatalities and property damage.**

Objectives:

Goal 11:

**Improve Services That
Support Patrol and
Investigations**

11.1 Provide Effective Jail Services

Support patrol and detective services by providing cost-effective prisoner processing, booking, and detention services.

11.2 Provide Effective Records Management Services

Support patrol and detective services by providing accurate and timely preparation and processing of crime and arrest reports, and ensuring files are well maintained and available when needed.

11.3 Keep the Community Well Informed

Ensure the community is well informed of the police issues affecting them.

11.4 Investigate Complaints of Police Misconduct

Ensure responsive and appropriate action taken to investigate complaints from the public and from within the Department.

IMPROVING SUPPORT SERVICES:
GOAL 11: IMPROVE SUPPORT SERVICES

*Strategic Plan of the
Long Beach Police Department*

Objective 11.1: Support patrol and detective services through effective jail services.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
11.1.1	Identify and analyze jail facility options including County booking, remodel of existing facility, include in substations, build in new location, and contract with a private provider.	Long Term	To Be Determined	Deputy Chief of Administration	Jail Commander	
11.1.2	Pursue with the LA Sheriff the development of a regional jail facility.	Long Term	None	Deputy Chief of Administration	Jail Commander	
11.1.3	Pursue revenue generation opportunities by providing jail service contracting to federal, state, and other city prisons.	Mid Term	Positive	Deputy Chief of Administration	Jail Commander	3.6.4
11.1.4	Explore the potential for reducing the jail population and costs by citing rather than booking low-risk offenders.	Short Term	Positive	Deputy Chief of Administration	Jail Commander	
11.1.5	Establish the jail booking sergeant as a permanent rather than rotating position to ensure necessary expertise and authority.	Short Term	Major	Deputy Chief of Administration	Jail Commander	
11.1.6	Work with Civil Service to revise the recruitment and selection process for jail security officers.	Short Term	Minor	Deputy Chief of Administration	Jail Commander	
11.1.7	Staff at a level to minimize the amount of mandatory overtime.	Mid Term	Minor	Deputy Chief of Administration	Jail Commander	
11.1.8	Hire full-time medical personnel to dispense medication, handle emergencies, draw blood samples, and examine prisoners.	Mid Term	Moderate	Deputy Chief of Administration	Jail Commander	
11.1.9	Explore rotation of Phase III Police recruits through the jail to meet additional staffing needs.	Short Term	Minor	Deputy Chief of Administration	Jail Commander	6.1.2

Measure(s) of Success:

1. Percentage of Patrol and Detective personnel satisfied with jail services.

IMPROVING SUPPORT SERVICES:
GOAL 11: IMPROVE SUPPORT SERVICES

*Strategic Plan of the
Long Beach Police Department*

Objective 11.2: Support patrol and detective services through effective records management services.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
11.2.1	Increase the use of technology including conversion of paper records to CD-ROM, direct entry by police officers of crime and arrest reports, and field telephonic dictation capability.	Long Term	Major	Deputy Chief of Administration	Research & Development, Information Management Division	4.2.3 13.1.7
11.2.2	Pursue methods for improving the quality of crime and arrest reports including increased supervisory review.	Mid Term	Minor	Deputy Chief of Administration	Research & Development, Information Management Division	6.1.7
11.2.3	Enhance the Records Management System (RMS) by adding personal computers to termination points throughout the Department, including substations, to facilitate the distribution of records information.	Mid Term	Major	Deputy Chiefs	Research & Development, Information Management Division	13.1.8
11.2.4	Evaluate records services provided to determine essential services and appropriate levels.	Short Term	Minor	Information Management Division	Deputy Chief of Administration	
11.2.5	Monitor voice recognition technology development and acquire the technology when it becomes viable and economically beneficial.	Mid Term to Long Term	Major, Potentially Positive	Deputy Chief of Administration	Research & Development	

IMPROVING SUPPORT SERVICES:
GOAL 11: IMPROVE SUPPORT SERVICES

*Strategic Plan of the
Long Beach Police Department*

Objective 11.2: Support patrol and detective services through effective records management services. (Continued)

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
11.2.6	Develop an automated pawn tracking system and a City ordinance that requires its use by pawn businesses.	Mid Term	Moderate	Deputy Chief of Detectives	Research & Development	
11.2.7	Explore the development of an automated Police information center with the ability to obtain records, pay bail, and perform other services.	Mid Term to Long Term	To Be Determined	Deputy Chief of Administration	Research & Development	
11.2.8	Explore providing limited electronic access to Police records by members of the community (such as insurance companies).	Mid Term to Long Term	To Be Determined	Deputy Chief of Administration	Research & Development	

Measure(s) of Success:

- 1. Percentage of Patrol and Detective personnel satisfied with records management services.**
- 2. Percentage of public customers satisfied with records management services.**

**IMPROVING SUPPORT SERVICES:
GOAL 11: IMPROVE SUPPORT SERVICES**

**Strategic Plan of the
Long Beach Police Department**

Objective 11.3: Keep the community well informed on police and related issues and obtain feedback from the public for improvements to the Department.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
11.3.1	Enhance communications between community relations and police officers by attending squad meetings. Use these opportunities to inform police officers of community relations' activities and to obtain feedback on activities.	Short Term	Minor	Community Relations	Deputy Chief of Patrol, Patrol Division Commanders	
11.3.2	Expand the level of training for community relations staff.	Short Term	Minor	Community Relations	Deputy Chief of Administration	
11.3.3	Explore the role of Community Relations under a community policing approach and decentralized patrol operations.	Short Term	Minor	Community Relations	Deputy Chief of Patrol, Patrol Division Commanders	
11.3.4	Expand the Public Information Officer (PIO) program to provide appropriate City-wide response.	Mid Term	Moderate	Community Relations	Deputy Chiefs	
11.3.5	Develop a media facility including a video telecast studio and space for the media.	Long Term	Major	Community Relations	Deputy Chiefs	3.5.10
11.3.6	Develop a community meeting area to hold community meetings.	Long Term	Major	Community Relations	Deputy Chiefs	
11.3.7	Establish, train, and equip a Department speakers bureau.	Short Term	Minor	Community Relations	Management Team	2.3.3
11.3.8	Work with local newspapers to establish a weekly Police newspaper column and cable television program.	Short Term	Minor	Community Relations	Deputy Chiefs	
11.3.9	Develop a phone-tree information system to provide crime prevention and community information.	Short Term	Moderate	Community Relations	Deputy Chiefs	

Measure(s) of Success:

- 1. Percentage of customers that feel well informed of the police issues that may affect them.**
- 2. Percentage of customers that feel they are able to communicate improvement suggestions to the Department.**
- 3. Percentage of customers that feel the Department is responsive to their improvement suggestions.**

IMPROVING SUPPORT SERVICES:
GOAL 11: IMPROVE SUPPORT SERVICES

*Strategic Plan of the
Long Beach Police Department*

Objective 11.4: Investigate complaints of misconduct made by the public and complaints initiated from within the Department quickly and effectively.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
11.4.1	Revise the Internal Affairs approach to tighten the investigation and resolution of complaints at the point the complaint is made.	Short Term	None	Chief of Police	Internal Affairs	4.2.2 6.3.2
11.4.2	Explore the development of sergeant / corporal teams in Internal Affairs to reduce the number of investigations conducted by field sergeants.	Short Term	Minor	Internal Affairs	Deputy Chiefs	4.3.8
11.4.3	Develop training for supervisors in identifying or recognizing warning signs indicating a risk problems and addressing before it becomes a complaint or IA case.	Short Term	Minor	Internal Affairs	Training Academy	
11.4.4	Reduce the number of citizen complaints by improving the quality of service provided by the Department.	Short Term to Long Term	None	Management Team	Department Wide	
11.4.5	Review the minimum standards for a complaint to become an Internal Affairs case and be included in the Early Warning System.	Short Term	Minor	Internal Affairs	Deputy Chiefs	
11.4.6	Evaluate sustained Internal Affairs cases to identify common factors and characteristics and take steps to address the root factors.	Short Term	Minor	Internal Affairs	Department Psychologist	
11.4.7	Provide feedback to supervisory officers including sergeants, lieutenants, and commanders, of complaints made against officers; while maintaining officer rights.	Short Term	Minor	Internal Affairs	Deputy Chiefs, Police Officers' Association	
11.4.8	Provide an overview of the disciplinary philosophy of the Department and the process for determining and implementing discipline.	Short Term	Minor	Internal Affairs	Deputy Chiefs, Police Officer's Association	

IMPROVING SUPPORT SERVICES:
GOAL 11: IMPROVE SUPPORT SERVICES

*Strategic Plan of the
Long Beach Police Department*

Objective 11.4: Investigate complaints of misconduct made by the public and complaints initiated from within the Department quickly and effectively. (Continued)

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
11.4.8	Provide adequate work space and equipment, including personal computers, for each Internal Affairs investigator.	Mid Term	Moderate	Internal Affairs	Deputy Chiefs	14.3.1
11.4.9	Develop a reception area for Internal Affairs complainants and witnesses.	Long Term	Moderate	Internal Affairs	Deputy Chiefs	
11.4.10	Expand the Professional Standards unit.	Mid Term	Moderate	Internal Affairs		
11.4.11	Establish a data-link to the Early Warning System for Deputy Chiefs.	Mid Term	Moderate	Internal Affairs	Deputy Chiefs	

Measure(s) of Success:

1. Reduction in the number of legitimate complaints.

Objectives:

Goal 12:

Maximize the Effectiveness
of Human Resources

12.1 Match Work Load and Personnel

Establish work load indicators and define appropriate levels of work load, staff at a level to meet the work load.

12.2 Involve Employees in Problem Solving

Involve employees in developing solutions to problems or strategies for delivering services.

12.3 Maintain a Motivated and Productive Work Force

Provide compensation, work environment, and direction that maintains a high employee morale.

12.4 Provide Effective Tools

Develop improved systems and approaches for accomplishing tasks and providing services.

12.5 Provide Clear and Consistent Direction

Clearly communicate organizational direction and maintain consistent leadership

12.6 Facilitate Personnel Development

Provide opportunities and encouragement for employees to enhance their abilities.

12.7 Improve Personnel Responsibility and Accountability

Clearly define service delivery responsibilities and maintain accountability for effective delivery.

MAXIMIZING RESOURCE EFFECTIVENESS:**GOAL 12: MAXIMIZE THE EFFECTIVENESS OF HUMAN RESOURCES**

*Strategic Plan of the
Long Beach Police Department*

Objective 12.1: Establish work load indicators and define appropriate levels of work load consistent with the Department's goals and objectives, staff to meet the work load.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
12.1.1	Develop indicators of work load (e.g. dispatched calls for service, criminal investigations handled) for each position.	Short Term	Minor	Chief of Police, Deputy Chiefs	Management Team	
12.1.2	Identify reasonable levels of work load for each position to maintain customer service, efficiently use personnel, and implement the Department's goals and objectives.	Short Term	Minor	Chief of Police, Deputy Chiefs	Management Team	
12.1.3	Identify sworn and civilian staff required to adequately perform Police functions.	Short Term	Minor	Chief of Police, Deputy Chiefs	Management Team	
12.1.4	Staff the Department at the level indicated by work load.	Short Term	Major	Chief of Police, Deputy Chiefs	City Manager City Council	4.4.2
12.1.5	Monitor work load over time and make changes in staffing levels as changes in work load occur.	Short Term	Unknown	Chief of Police, Deputy Chiefs	City Manager City Council	
12.1.6	Develop a work load tracking system to collect and analyze workload and to better manage human resources.	Mid Term	Moderate	Deputy Chief of Administration	Research & Development	

Measure(s) of Success:

- 1. Degree to which work load levels are consistent with defined goals.**
- 2. Percentage of employees that agree their assigned work load is appropriate.**

MAXIMIZING RESOURCE EFFECTIVENESS:**GOAL 12: MAXIMIZE THE EFFECTIVENESS OF HUMAN RESOURCES**

*Strategic Plan of the
Long Beach Police Department*

Objective 12.2: Involve employees in developing solutions to problems or strategies for delivering services.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
12.2.1	Develop on-going worker level problem solving focus groups to identify and resolve issues and problems.	Short Term	Minor	Deputy Chiefs	Deputy Chiefs	
12.2.2	Develop a Department-wide philosophy of encouraging employee questions, suggestions, and opinions about Department organization or operations.	Short Term	Minor	Chief of Police	Deputy Chiefs	
12.2.3	Revitalize the Department's employee suggestion function to include a timely response to employee suggestions recognition for effective suggestions, and incentives.	Short Term	Minor	Chief of Police	Deputy Chiefs	
12.2.4	Publicize within the Department the existence of the City's VIP suggestion program allowing employees to be compensated for cost-saving ideas.	Short Term	Minor	Chief of Police	Deputy Chiefs	

Measure(s) of Success:

- 1. Percentage of employees that feel they have opportunities to make suggestions for improving service.**
- 2. Percentage of employees that believe that the Department values their suggestions and opinions for improving service.**

MAXIMIZING RESOURCE EFFECTIVENESS:**GOAL 12: MAXIMIZE THE EFFECTIVENESS OF HUMAN RESOURCES****Strategic Plan of the
Long Beach Police Department****Objective 12.3: Maintain a highly motivated and productive work force.**

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
12.3.1	Develop and implement plans to provide an appropriate physical work environment for employees to optimally perform their responsibilities.	Mid Term to Long Term	Major	Chief of Police	Deputy Chiefs	
12.3.2	Identify the Department's labor pools/markets, determine compensation levels in those markets, and compensate at or above the median of identified levels.	Mid Term	Major	Chief of Police	Deputy Chiefs, Personnel, Human Resources, Police Officers' Association, City Employee's Association	
12.3.3	Develop and implement a consistent policy on the use of light-duty injured employees including when it is appropriate to retire injured workers.	Short Term	Minor	Chief of Police	Deputy Chiefs, Human resources	6.3.7
12.3.4	Aggressively pursue abusers of the Worker's Compensation system.	Short Term	Moderate, Potentially Positive	Deputy Chief of Administration	Internal Affairs	
12.3.5	Provide training to managers and supervisors on motivating a work force and providing adequate direction.	Short Term	Minor	Training Academy	Deputy Chiefs	2.1.2
12.3.6	Explore the effectiveness of using alternative work weeks for some Department positions.	Short Term	Minor	Deputy Chiefs	Management Team	
12.3.7	Develop and implement an employee wellness program to reduce lost work hours and improve employee effectiveness.	Short Term	Minor, Potentially Positive	Personnel	Deputy Chiefs	

Objective 12.3: Maintain a highly motivated and productive work force. (Continued)

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
12.3.8	Explore methods of reducing sick leave use and abuse.	Short Term	Potentially Positive	Personnel	Deputy Chief of Administration, Human Resources, Police Officers' Association, City Employees' Association	
12.3.9	Explore alternatives for providing child care of Department employees.	Short Term	None	Department Psychologist	Deputy Chief of Administration, Human Resources, Police Officers' Association, City Employees' Association	

Measure(s) of Success:

1. Sick leave use and abuse.
2. Number of days leave due to injury.
3. Turnover rate.
4. Percentage of employees that feel positive about the Department and believe it is a good place to work.
5. Percentage of employees that feel their supervisor provides them with appropriate direction.

Objective 12.4: Develop improved systems and approaches for accomplishing tasks and providing services.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
12.4.1	Define equipment and support needs for each major classification within the Department.	Short Term	Major	Research & Development	Management Team	14.3.1
12.4.2	Develop an ongoing relationship with local colleges and universities provide process improvement reviews of Police functions and operations and make recommendations.	Short Term	Minor	Research & Development	Management Team	
12.4.3	Develop a philosophy within the Department of continuously attempting to identify and implement improved ways of providing services or performing a function.	Short Term	To Be Determined	Chief of Police	Management Team	

Measure(s) of Success:

- 1. Percentage of employees that feel they have the resources they need to do their jobs.**
- 2. Percentage of employees that feel the Department is committed to finding improved ways of providing services.**

MAXIMIZING RESOURCE EFFECTIVENESS:**GOAL 12: MAXIMIZE THE EFFECTIVENESS OF HUMAN RESOURCES***Strategic Plan of the
Long Beach Police Department***Objective 12.5: Clearly communicate organizational direction and maintain consistent leadership.**

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
12.5.1	Communicate organizational goals and objectives to all employees of the Department.	Short Term	Minor	Chief of Police, Deputy Chiefs	Management Team	12.7.1
12.5.2	Develop an updated description for each position of the Department defining job responsibilities and approaches.	Mid Term	Minor	Deputy Chiefs	Management Team	4.3.4
12.5.3	Explore developing some management and supervisory position as career positions without the necessity for transferring to other operations.	Mid Term	Minor	Deputy Chiefs	Management Team	
12.5.4	Maintain consistent leadership in management positions for a minimum of two years if possible.	Short Term	Minor	Deputy Chiefs	Management Team	
12.5.5	Identify and evaluate methods of flattening the organization structure.	Mid Term to Long Term	Minor	Deputy Chiefs	Management Team	
12.5.6	Develop an employee orientation program for new employees.	Short Term	Minor	Personnel	Deputy Chief of Administration	
12.5.7	Develop improved communication mechanisms including Department-wide voice-mail, video programs, E-Mail, and electronic BBS's.	Mid Term to Long Term	Moderate	Research & Development	Management Team	2.3.6 8.1.5 13.1.5
12.5.8	Develop bureau or divisional orientation programs for transferred employees.	Long Term	Minor	Deputy Chiefs	Management Team	

Measure(s) of Success:

1. Percentage of employees that believe the Department's goals and objectives have been clearly communicated to them.
2. Length of time served in career positions by managers and supervisors.

MAXIMIZING RESOURCE EFFECTIVENESS:

GOAL 12: MAXIMIZE THE EFFECTIVENESS OF HUMAN RESOURCES

**Strategic Plan of the
Long Beach Police Department**

Objective 12.6: Provide opportunities and encouragement for employees to enhance their abilities.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
12.6.1	Develop a quality training center to provide ongoing professional development opportunities to Police personnel.	Long Term	Major	Deputy Chief of Administration	Training Academy, Research & Development	
12.6.2	Provide encouragement and incentives for Police personnel to enhance their abilities through Department sponsored or independent training.	Short Term	Moderate	Deputy Chiefs	Personnel, Management Team	

Measure(s) of Success:

- 1. Percentage of employees that believe on-going training to enhance their abilities is available to them.**
- 2. Hours of career development training provided to employees by classification.**

MAXIMIZING RESOURCE EFFECTIVENESS:

GOAL 12: MAXIMIZE THE EFFECTIVENESS OF HUMAN RESOURCES

*Strategic Plan of the
Long Beach Police Department*

Objective 12.7 Clearly define service delivery responsibilities and maintain accountability for effective delivery.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
12.7.1	Communicate organizational goals and objectives as defined in the Strategic Plan to all employees of the Department.	Short Term	Minor	Chief of Police	Management Team	12.5.1
12.7.2	Revise the performance measurement system to include qualitative and quantitative measures based on the goals and objectives of the strategic plan.	Short Term	Minor	Personnel	Deputy Chiefs	

Measure of Success:

- 1. Percentage of employees that understand the goals and objectives defined in the Strategic Plan.**
- 2. Percentage of employees that agree they are committed to the goals and objectives defined in the Strategic Plan.**

Objectives:

Goal 13:

**Leverage Existing and
Emerging Technology**

13.1 Incorporate Existing Technologies

Improve current operational efficiency or service delivery by incorporating existing technologies when cost-effective.

13.2 Monitor and Plan For Future Technology Advances

Maintain knowledge of changes in technology that could enhance future service delivery and/or efficiency.

**MAXIMIZING RESOURCE EFFECTIVENESS:
GOAL 13: LEVERAGE EXISTING AND EMERGING TECHNOLOGY**

**Strategic Plan of the
Long Beach Police Department**

Objective 13.1 Improve current operational efficiency or service delivery by incorporating existing technologies when cost effective.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
13.1.1	Explore the use of in vehicle video to improve officer safety and provide assistance in conducting investigations.	Mid Term	Moderate	Deputy Chief of Administration	Research and Development	
13.1.2	Expand the use of electronic tracking and property identification technologies including Lojack and ETS. Provide additional training on the use of tracking technology.	Short Term	Moderate	Deputy Chief of Administration	Research and Development, Field Support Division	6.1.6
13.1.3	Explore technological alternatives to squad meetings for communicating essential information to Patrol and Department personnel.	Mid Term	Minor	Deputy Chief of Administration	Research and Development	
13.1.4	Explore expansion of the Crime Analysis abilities and function to provide enhanced targeting of enforcement and investigative abilities.	Mid Term	Moderate	Deputy Chief of Detectives	Special Investigations Division Commander	6.1.4
13.1.5	Explore technology options for improving customer access to Police personnel including voice mail.	Short Term	Moderate	Research and Development	Division Commanders	2.3.6 8.1.5
13.1.6	Explore the use of advanced surveillance cameras and equipment to improve enforcement and investigative activities.	Short Term	Moderate	Special Investigations Commander	Deputy Chiefs	
13.1.7	Explore digitizing crime and arrest records using CD-ROM technology to improve records access and reduce record storage area requirements.	Long Term	Major	Deputy Chief of Administration	Research and Development	11.2.1
13.1.8	Expand the use of personal computers and Local Area Networks (LAN) to meet Department data processing and information requirements.	Short Term	Major	Deputy Chief of Administration	Research and Development	11.2.3
13.1.9	Allow Police personnel to carry personal tape recorders to document citizen and suspect contacts.	Short Term	Minor	Personnel	Deputy Chiefs, Police Officers Association	

**MAXIMIZING RESOURCE EFFECTIVENESS:
GOAL 13: LEVERAGE EXISTING AND EMERGING TECHNOLOGY**

**Strategic Plan of the
Long Beach Police Department**

**Objective 13.1 Improve current operational efficiency or service delivery by incorporating existing technologies when cost effective.
(Continued)**

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
13.1.10	Explore replacing the current photography capabilities and photo laboratory with digitized photography capabilities.	Long Term	Moderate	Deputy Chief of Detectives	Research and Development	6.2.4
13.1.11	Explore implementing a "Live Scan Fingerprinting System" to replace current fingerprinting and classification systems.	Long Term	Major	Deputy Chief of Administration	Research and Development	6.2.4
13.1.12	Acquire and implement automated vehicle locator technology to track police vehicle locations and operations.	Long Term	Major	Deputy Chief of Administration	Research and Development	4.3.7
13.1.13	Explore the use of drivers license magnetic strips for simplifying citation issuance and other report completion.	Mid Term	Moderate	Deputy Chief of Administration	Research and Development	
13.1.14	Explore the use of bar coding technology for property, evidence, and equipment management.	Mid Term	Moderate	Deputy Chief of Administration	Research and Development	
13.1.15	Explore the integration of Police systems with other criminal justice systems.	Long Term	Major	Deputy Chief of Administration	Research and Development	6.3.3
13.1.16	Develop live broadcast capability from helicopter to ground to provide improved command and control in emergency situations.	Mid Term	Moderate	Deputy Chief of Administration	Research and Development	
13.1.17	Expand the use of video and cable television capabilities to improve communication within the Department and with the public.	Short Term	Moderate	Deputy Chief of Administration	Research and Development	
13.1.18	Develop a computer work and training room including personal computers and printers and encourage employees to use the equipment.	Mid Term	Moderate	Deputy Chief of Administration	Research and Development	
13.1.19	Explore the use of technology to improve the training of Police personnel.					
13.1.20	Explore the reduction of calls for service through the use of technology including telecommunications and direct video interaction.					
13.1.21	Expand the Department's planning and research function.					

Measure(s) of Success:

1. Service improvements and/or cost reductions resulting from technology implementation.

Objective 13.2 Maintain knowledge of changes in technology that could enhance future service delivery and/or efficiency.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
13.2.1	Create an information systems Division and staff it with an internal information systems consultant with the responsibility for researching new technologies, developing information system and technology plans, selecting appropriate technology solutions, and managing implementation.	Mid Term	Moderate	Deputy Chief of Administration	Deputy Chiefs	
13.2.2	Encourage information systems and technology vendors to provide information on new and emerging technology to the Department and pursue possible joint venture opportunities with them..	Short Term	Moderate	Deputy Chief of Administration	Deputy Chiefs	

Measure(s) of Success:

1. Service improvements and/or cost reductions resulting from technology implementation.

Objectives:

14.1 Improve Management of Vehicle Fleet

Ensure adequate, well maintained vehicles are available when needed by police personnel.

14.2 Focus and Expand Helicopter Air Support

Use the helicopter air support when its use is most productive and expand its use to emergency fire rescue support.

14.3 Increase Management and Control of Equipment

Ensure adequate, well maintained equipment is available when needed by police personnel.

Goal 14:

**Maximize Effectiveness of
Vehicles and Equipment**

MAXIMIZING RESOURCE EFFECTIVENESS:**GOAL 14: MAXIMIZE EFFECTIVE USE OF VEHICLES AND EQUIPMENT***Strategic Plan of the
Long Beach Police Department***Objective 14.1: Improve management of the vehicle fleet.**

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
14.1.1	Develop and staff a vehicle check-out and check-in system to increase control and accountability of vehicles.	Short Term	Moderate	Deputy Chief of Administration	Deputy Chief's, Research and Development	4.2.9
14.1.2	Develop an efficient ratio of patrol personnel to marked police vehicles to ensure they have necessary access to vehicles.	Mid Term	Major	Deputy Chief of Administration	Deputy Chief of Patrol, Research and Development	4.1.5
14.1.3	Project future vehicle needs to ensure orders are placed in a timely manner.	Short Term	None	Deputy Chief of Administration	Research and Development	
14.1.4	Develop a plan to instill pride in vehicles to reduce damage and abuse of vehicles.	Short Term	Minor	Deputy Chief of Administration	Management Team	
14.1.5	Require sergeants to supervise the treatment of vehicles, provide training on how to provide this supervision, and hold them accountable for vehicle abuse and damage.	Short Term	Minor	Deputy Chief of Administration	Management Team	
14.1.6	Increase cooperative efforts between the Police Department and Fleet on vehicle selection.	Short Term	None	Deputy Chief of Administration	Research and Development	
14.1.7	Develop a fleet billing method that provides incentives to the Police Department to control the use and abuse of police vehicles.	Short Term	Minor	Deputy Chief of Administration	Fleet Services	
14.1.8	Identify vehicle needs for non-patrol Department operations.	Mid Term	Major	Deputy Chief of Administration	Deputy Chief's, Research and Development	

Measure(s) of Success:

- 1. Amount of money spent to repair damaged police vehicles.**
- 2. Ratio of patrol personnel to police vehicles.**
- 3. Reduction in police vehicle downtime.**

MAXIMIZING RESOURCE EFFECTIVENESS:**GOAL 14: MAXIMIZE EFFECTIVE USE OF VEHICLES AND EQUIPMENT***Strategic Plan of the
Long Beach Police Department***Objective 14.2: Expand Helicopter Air Support to include emergency preparedness and rescue capabilities.**

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
14.2.1	Identify times of the day and days of the week the helicopter air patrol is most effective and deploy it primarily during these times.	Short Term	Minor	Field Support Division Commander	Deputy Chiefs	
14.2.2	Expand the helicopter air support function to include emergency fire rescue support and other City functions.	Long Term	Major	Field Support Division Commander	Deputy Chiefs	
14.2.3	Identify alternative funding sources including providing contract services to City Departments and adjacent cities.	Short Term	Minor	Field Support Division Commander	Deputy Chiefs	3.6.4
14.2.4	Identify and staff on-site supervision of the helicopter air support function.	Short Term	Minor	Field Support Division Commander	Deputy Chief of Patrol	
14.2.5	Explore the acquisition of surplus military equipment for helicopter air support.	Short Term	To Be Determined	Field Support Division Commander	Deputy Chiefs	
14.2.6	Explore the coordination of helicopter air support with adjacent cities to provide more consistent air support.	Short Term	Minor	Field Support Division Commander	Deputy Chiefs	

MAXIMIZING RESOURCE EFFECTIVENESS:**GOAL 14: MAXIMIZE EFFECTIVE USE OF VEHICLES AND EQUIPMENT**

*Strategic Plan of the
Long Beach Police Department*

Objective 14.2: Focus and Expand Helicopter Air Support to include emergency preparedness and rescue capabilities. (Continued)

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
14.2.7	Identify additional equipment needs to fulfill the emergency fire rescue function.	Long term	Moderate	Field Support Division Commander	Deputy Chief of Patrol	
14.2.8	Explore the use of civilian helicopter pilots.	Short Term	Minor	Field Support Division Commander	Deputy Chief of Patrol	
14.2.9	Explore alternatives for training helicopter pilots.	Short Term	Minor	Field Support Division Commander	Deputy Chief of Patrol	

Measure(s) of Success:

1. Improved helicopter air support.
2. Reduced level of maintenance cost associated with the helicopter.

MAXIMIZING RESOURCE EFFECTIVENESS:**GOAL 14: MAXIMIZE EFFECTIVE USE OF VEHICLES AND EQUIPMENT**

*Strategic Plan of the
Long Beach Police Department*

Objective 14.3: Increase management and control of equipment.

	STRATEGIES	Proposed Implementation Time Frame	Estimated New Financial Impact	Proposed Assignment of Responsibility	Others Involved	Related Strategies
14.3.1	Develop a list of equipment needed to effectively perform each function within the Department and acquire the needed equipment.	Short to Mid Term	Major	Deputy Chief of Administration	Deputy Chiefs, Research and Development	11.4.9 12.4.1
14.3.2	Develop and staff an automated inventory and check-out system for pooling of Department equipment (radios, surveillance equipment, projectors, etc.) and conduct an annual equipment inventory reconciliation. Hold individuals accountable for missing equipment.	Short Term	Major	Deputy Chief of Administration	Deputy Chiefs, Research and Development	6.3.4
14.3.3	Develop a routine preventive maintenance program for major pieces of Department equipment.	Short Term	Moderate	Deputy Chief of Administration	Deputy Chiefs, Research and Development	
14.3.4	Develop a replacement life for each piece of Department equipment and include replacement in the Department's annual budget.	Short Term	Moderate	Deputy Chief of Administration	Deputy Chiefs, Research and Development	
14.3.5	Develop and staff an equipment management and fleet control function.	Short Term	Moderate	Deputy Chief of Administration	Deputy Chiefs, Research and Development	

Measure(s) of Success:

1. Increase in the percentage of Department employees that agree they have adequate equipment to perform their function.
2. Reduction in the amount of equipment unaccounted for.

PRELIMINARY STAFFING STRATEGY

*Strategic Plan of the
Long Beach Police Department*

	Current	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	Totals
Police Officers	565.4	29	32	30	13	14	16	699.4
Corporals	82	0	6	14	15	15	8	140
Sergeants	107	8	7	7	5	7	0	141
Lieutenants	23	1	3	0	1	0	0	28
Commanders	10	0	1	0	0	0	0	10
Chief	4	0	0	0	0	0	0	5
Total Sworn	791.4	38	49	51	34	36	24	1023.4
Total Civilian	412.1	26	39	14	7	5	3	506.1
Total Personnel	1203.5	64	88	65	41	41	27	1529.5

Note: The 565.4 current police officers includes 50 officers that were added by the Mayor and City Council in the current fiscal year. These 50 officers have been attending the Training Academy and have not yet been deployed. They will graduate and be ready for active service on February 17, 1994.