

Responses To Inquiries From Sergeants and Lieutenants



Charles A. McClelland Jr.
Chief of Police
Houston Police Department



September – 2015

Date of Sessions:

January – February 2015

Location of Sessions:

**Houston Police Academy (Auditorium)
and
Police Headquarters, 1200 Travis, 22nd Floor**

Sessions Conducted By:

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Foreword

As a part of Police Chief Charles A. McClelland Jr.'s efforts to improve the professional stature of his employees and the efficiency of how the Houston Police Department (HPD) serves its customers, a series of four hour interactive sessions was conducted at the Academy and Police Headquarters with all sergeants, lieutenants, and their civilian equivalents over the period of two months.

The sessions consisted of presentations covering the following topics: goals and of the HPD and expectations of sergeants and lieutenants; exposure and status update of the Department's budget; strategic approaches to budget reductions; and facilitated feedback from attendees about suggestions for improvements. While Chief McClelland was specifically interested in how the HPD could be successful in the attainment of crime prevention, identifying financial efficiencies, staffing, community interaction, and training; he was open to any additional insight any attendee would be willing to share.

No attempts were made to pass judgment on any suggestion; nor were attempts made to clarify the status of certain suggestions. This was done to avoid providing any reaction that could be interpreted as an effort to suppress feedback from the attendees.

Ten sessions were convened over a five day period of time. Approximately 1,200+ people attended these sessions. Over 300 suggestions were gleaned from them and are presented in this report according to each suggestion's affiliation with a particular topic or theme (i.e., Budget).

A few observations are in order. First, there are a number of suggestions that have already been addressed – attendees are just uninformed. Second, there are legitimate reasons why some suggestions cannot be acted upon; yet the attendees are unaware of these reasons. Third, there were a number of “fresh” ideas presented that warrant more attention than others due to the relevancy of the suggestion.

There is an expectation by attendees that some type of follow-up will occur.

*T. N. Oettmeier, Executive Assistant Chief
Investigative Operations*

Budget Related Issues

1. 1033 Program

Increase use of the 1033 program. Although the media would have the public believe that we are only acquiring MRAPs and assault weapons, the 1033 program allows police departments to get all kinds of equipment to benefit daily operations. For example, the department could outfit countless offices with desks and chairs from 1033. We would not have to buy office furniture, computer monitors, chairs, etc. Additionally, 1033 can reduce costs for training equipment, tools, vehicle parts, appliances, etc. all of which could reduce costs elsewhere and benefit operations.

We are only scratching the surface of available materials and resources and increasing use of this program could be very cost effective for the department. The only issue would be that the current manpower of the program limits our ability to take full advantage of it. Increasing the 1033 program to include at least two more full time officers (rather than using officers on a rotation basis) would help in acquisition, deployment, and the required record keeping.

Response: The Homeland Security Command and the Department have shared information regarding the 1033 program through various forums in recent months. The Chief of Police personally met with various community groups to explain the program, the inventory and the utilization of certain types of tactical equipment.

Moreover the Assistant Chief of the Homeland Security Command gave a presentation in January of this year to the Citywide PIP meeting. The 1033 program is now assigned to the Criminal Intelligence Division and reports to the Lieutenant over the Catastrophic Planning Unit. A new web link is also available on the HPD Intranet Portal labeled "1033." At that link divisions can view available inventory items and there are instructions on how to request surplus items for division specific needs. At this time the program is very successful and the Department has obtained several million dollars' worth of valuable equipment and assets. The current staffing level of the unit is adequate to meet the needs of the Department.

2. Advertising Decals on Police Vehicles

If there is a willingness to do so, how much revenue, for the HPD, could be generated by selling advertising decals for placement on police vehicles?

Response: The first part of the answer is that advertising for certain businesses and not others would give an impression that one business would be treated differently because they paid money to the police department to advertise on their vehicles. It would also look unprofessional.

As for the legal analysis, we would most likely not be able to place advertisements on our vehicles unless an enabling statute was enacted providing municipalities the authority to lease personal property in such a manner. It was determined in Texas Attorney General Opinion GA-0518 GA-0158 (Feb. 27, 2004) that a county could not place advertisements of a private business on county owned vehicles. The AG Opinion referenced section 721.004, which is also applicable to municipalities, regarding identifying marks on said vehicles and concluded a county has no authority to place decals advertising private businesses on a county-owned vehicle in exchange for a payment from the business.

The AG Opinion also discussed a county's authority to convey its property by sale, lease or exchange under Chapter 263 of the Local Government Code, which is applicable only to counties. However, after describing various provisions of these statutes, the AG Opinion concluded that no statute authorized a county to lease its personal property. Chapters 252, 253, and 271 of the Local Government Code apply to municipalities.

3. Apple Towing

Review the contract with Apple Towing. They won't come out to change a tire on a shop with a flat tire. (They are) always giving the excuse that they don't have any tires etc. Here at Southeast, we obtained spare tires for the Tahoe and Ford shops. But we always get some lame excuse why they can't come out to assist us. We at Southeast and citywide are low on shops and can't afford to have one sit up all weekend with a flat tire. Just today we had requested for a wrecker to come to the station to change a flat. The wrecker showed up and the wrecker driver a few minutes later stated that he couldn't remove two lug nuts because they looked striped. After the wrecker had left the station a supervisor went out and checked the tire and the suspected lug nuts. It took him less than a minute to remove the two lower lug nuts. I called the Fleet Supervisor, Mr. Nguyen and left a voice mail on what had occurred. Approximately an hour later, another wrecker with a different driver arrived at the scene and changed the tire.

Response: This contract used by various departments is to **supplement services** performed by the City-owned tow trucks, and will be used primarily after normal business hours, on weekends and on City-observed holidays. The scope of work requires the contractor to provide all labor, materials, equipment, tools, supervision, training, and transportation necessary **for towing services**. It is not the intent of the contract to provide roadside repair services or tire changing. Under this contract, a tire is supposed to be changed only in cases when it is needed to allow the vehicle to be towed. If services have been provided outside of these parameters, then HPD has received a goodwill service above and beyond the terms of the contract.

4. Bidding Process – can improvements be made to decrease the time it takes to complete this process?

Response: The City of Houston is required to abide by Chapter 252 of the Local Government Code that outlines purchasing and contracting authority of municipalities. Additionally, HPD also has to abide by City administrative policies and executive orders when completing the bid process for procuring products/services. Many of the steps outlined cannot be omitted unless there are changes to the legislator, City charter, City ordinances, administrative policies and executive orders.

However, the City has recently hired a Chief Procurement Officer (CPO) who is reviewing timelines of the bid process and has created a CPO Council that is composed of City departments to better understand the timelines and make recommendations to reduce the existing procurement processes.

5. Budget Efficiencies

Suggestions From Multiple Sources:

Take a closer examination at annual services that the department is paying for but not fully using.

Response: The Inspections Division performs audits of various department issues and concerns per a directive from the Chief of Police. Some of these audits have produced results that question the “why and how of certain responsibilities for the concerned division.” This is becoming more of a concern and desire for me to identify these deficiencies especially as we all cope with declining manpower and more service demand requests for the city. You will see more effort towards this concern in the future.

Take a closer examination at monthly services that the department is paying for but not using at all.

Response: See response above.

All offices, restrooms, locker rooms, break rooms and most hallways should have motion sensors to turn lights off and on. I know that some areas of HPD have motion sensors, but not most from what I see.

Response: The City has worked through an approved vendor to install motion sensor lights and air control regulators in all applicable places and currently is meeting all necessary guidelines as established by the City to comply with energy savings. Furthermore, this endeavor is the responsibility of the City of Houston General Services Department.

Create a budget oversight committee in each division that include a representative at each of the 3 to 4 staffing levels to question unnecessary spending (not that the department would be guilty of such), or to find creative ways to continually reduce cost or waste, and still maintain a level of excellent production.

Response: The Department already utilizes budget coordinators in each level of the organization. This includes 1) Executive Assistant Chief, 2) Assistant Chief, and 3) Division Captain. Additionally, the Procurement Section of Budget & Finance is positioned to review and monitor purchases to ensure that the City and HPD receives best value.

Can contracts for similar issues be “bundled” to expedite the processing time and positively affect the cost of doing business? This should be applied to all city departments as well as other law enforcement entities in the region.

Response: Yes, HPD processes divisional needs and “bundles” to expedite purchases such as furniture, equipment & rolling stock.

Also, HPD utilizes cooperative agreements with other entities to make a variety of purchases. These contracts include, but are not limited to, office supplies, copy machines, medical, police equipment, computers and other IT related items.

The Office of Budget & Finance – Procurement Unit is always interested in receiving suggestions where HPD needs can be better met. Therefore we would encourage requests for specific bundling needs be submitted so we can address them in the next purchasing cycle.

Why can't the HPD sell the horse manure from our Mounted Patrol operation?

Response: The selling of horse manure has been researched several times by the Mounted Patrol Unit of Special Operations. At this time there is not a viable option or company to enter into contract with for sale of the horse manure. Moreover, the logistics involved create other challenges that are more costly than the small revenue that could be gained.

Can “sole sources” be used to purchase items and thereby reduce the time it takes for such acquisitions?

Response: Sole Source procurements can be utilized to speed the procurement. However such requests must meet the definition below and comply with City of Houston policies and procedures. The use of public funds requires HPD to ensure that we follow a fair procurement process where every vendor has an opportunity to bid. Sole source procurements are utilized only when a competing product/service is not available.

Sole Source: Product or service that is only available for purchase through the specific identified vendor. These vendors are usually the manufacturer. However we have to document the reasons why competing products are not satisfactory or available.

6. Cab Vouchers

This suggestion relates to the EMS protocol when it comes to transporting non-emergency personnel. Rather than having the EMS transport, why can't the citizen be given a cab voucher. This may be an additional cost to the city, but it could save time and expenses associated with having EMTs out of service on non-emergency transports.

Response: Houston Fire Department (HFD) will be notified of the suggestion. The use of a voucher would have to be mandated by HFD policy.

7. Clothing

Invest in purchasing more undershirts that can be worn with the outer vest carrier thereby saving costs from having to buy more standard shirts.

Response: the use of the outer vest carrier and associated clothing is considered optional equipment to be purchased at an employee's own expense. This includes undershirts.

8. Court Overtime

Why can't ticket revenue be used to fund officer court overtime?

Response: The City already utilizes revenues collected from citations to fund ongoing operational costs of the City. Such revenues contribute to the City's General Fund, and officer court OT is paid from this fund.

Another Suggestion, Different Source:

Why can't we revert back to having 4 hour court show-up time?

Response: The department has a duty to compensate the officer for his off duty time and to be a good steward of the tax payers' money. A review was conducted several years back on court pay. We believe we have arrived at a fair compensation for the off duty officer's time.

9. Cost / Benefit Analysis of Specialized Units

I believe that all of our specialized units need to be analyzed for Cost/Benefit. If the cost outweighs the benefit, disband them and put them into Patrol or Investigations.

Response: Budget & Finance can assist in reviewing Costs/Benefits with analytical support of costs associated with compensation, supplies and services. However, the “benefits” must be determined by another party as Budget & Finance is not in a position to define the value, relevance and importance of specialized units.

10. Distribution of Funds to City Council Members

A decision was made to distribute money to city council members for use within their jurisdictions; couldn't that money have been better spent helping the HPD address some of its important purchases?

Response: During the FY15 budget process hearings in June of 2014, the 11 District Council Members were awarded \$1 million for each Council Member (CM) to use to benefit their respective districts or the City, as they chose. Five of those CMs have contributed funds to HPD for specific purposes as outlined in the chart below. We have been advised that there will not be a recurrence of the \$1 million allocation to CMs for FY16.

Council District/Member	Program	Award Amount
District A - Stardig	North 290 & Antoine Overtime Supplement	\$150,000
	Northwest Patrol Overtime Supplement	\$50,000
	Vice Operations Overtime Supplement	\$44,000
	Differential Response Team (DRT)	\$25,000
	Subtotal District A - Stardig	\$269,000
District H - Gonzalez	North Patrol	\$125,000
	Homeless Outreach	\$10,000
	Subtotal District H - Gonzalez	\$135,000
District G - Pennington	Panhandling	\$25,000
	Subtotal District G - Pennington	\$25,000
District J - Laster	59 Corridor-Homeless/Panhandling	\$50,000
	Sharpstown-Property Crime	\$175,000
	Subtotal District J - Laster	\$225,000
District F - Nguyen	West Side of District F-Panhandling	\$25,000
	Subtotal District F - Nguyen	\$25,000
	Total All	\$679,000

11. Expand Asset Forfeiture Opportunities and Operations

What can be done to increase our proportion or recoveries and/or increase opportunities to recover more assets?

Response: State and Federal law dictate the proportion rate.

12. Overtime

Limit the amount of overtime for pay or time that can be incurred within a division.

Response: The department needs a rational basis to justify the concept of limiting hours simply for the sake of limiting hours. Currently, the department's rules with respect to maximum work hours serves as an effective regulator of hours worked on a given day. In addition, Division Commanders and supervisors have broad discretion with respect to determining who should and who should not work overtime as well as set productivity standards for working overtime.

Audit the overtime accumulations (pay and time) and conduct a comparisons study among the people who work in the same Unit or division.

Response: The question seems to suggest that there is something inherently wrong with working overtime or that there is some disparity in the ability of officers to sign up or obtain permission to work overtime. Division Commanders rightfully should maintain discretion to determine who works overtime and when, however; barriers to working overtime should be based on identifiable characteristics such as productivity and performance, skill level, etc.

The Inspections Division conducts a semi-annual audit of the department's highest overtime hours and seeks to ensure accountability through this process. However, supervisors and commanders as part of their leadership and supervision should monitor the entries in the Classified Employees Time Entry System as well as time and attendance, and extra-employment to ensure that officers are getting adequate rest.

Employees, who have to perform their duties on weekends when they are normally off, should change their off day that week. For example, if the employee has to work on a Saturday, the off day, maybe they should be off on a Wednesday that week (just substitute days), so no overtime can be incurred.

Response: The department has the current ability to adjust the employee days off in order to accommodate operational needs and some division commanders and supervisors make excellent use of the practice.

The central inference of these questions suggests the department is facing overtime budget challenges. The currently reality is opposite; the department more often fails to garner a sufficient number of officers desiring to work overtime – resulting in many overtime slots remaining vacant.

Other Suggestions, Different Sources:

One thing I cannot understand is...**why do we pay officers overtime (time and a half), or give them compensatory time for working holidays?** If officers' work holidays because the holiday falls on their regular work day, don't they also earn a deferred holiday? I understand that "burning" a deferred holiday at a later date is regular time pay, but that is a free day the department rewards an officer with for working the holiday. Each year, most holidays fall on different days (of the week) than the previous year, so all officers will eventually have the option to observe the holidays.

Response: A holiday is essentially a day off. The Houston Police Department must provide police service to the citizens of the city 24/7 including holidays. When one works their day off they are compensated at the rate of time and one half, thus when you are working when you should be off (a city observed holiday), then you will be compensated at the rate of time and one half. You will also be given 8 hours of deferred holiday time, due to the fact that you were working and not able to observe the holiday. We are providing all employees with equal compensation. Additionally these agreements concerning compensation come from the Meet and Confer contract and city ordinance.

Generally speaking, holidays are when officers are needed more (e.g. discharging firearms on July 4th and New Year's; family disturbances on Thanksgiving and Christmas, seemingly more DWI drivers) but we have less of them. Normally situations like this mandate officers working a minimum staffed holiday to work overtime and ask for even more overtime pay or comp time. Personally, I believe the holidays should be a regular staffed day and the Red Book should be closed. Those that have to work the holiday should get a day (Deferred Holiday) rewarded to them (by the city) to use at a later day.

Response: Holidays are usually times when families get together and celebrate or participate in the meaning of the holiday. This is our tradition, our cultural value. However as an emergency service the Houston Police Department must be available to respond to calls for service. The department has looked at the number of calls for service historically and created a minimum staffing level. The minimum is also a balance between providing emergency service and allowing as many members of HPD to partake in the holiday festivities.

Previous to October 30, 2014, senior officers had the choice to work holidays for comp time or to observe the holiday. Effective October 30, 2014, an Interoffice Correspondence from Chief Dirden stated that senior officers now could choose to work and request pay for working the holiday. This now would force officers with less seniority to observe the

holiday. I cannot fathom how this is good for any budget. After all, the overtime rate for a 30 year veteran is much higher than that of a 5 year veteran.

Response: When it comes to making a decision over, exercising the taking of a holiday, who gets certain days off or which shift one may choose to work, seniority is recognized by our courts as the basis for granting job benefits. Although it may cost more to pay a senior officer, the department must comply with the law of seniority. These costs are built into each year's budget based on averages observed from previous years.

This brings me to another point; why do we still have a 480 cap limit on comp time, especially since comp time no longer has a cash value? In the past, I have seen officers willing to work for comp time and actually request comp time but are later told they must request pay because their comp banks are "maxed-out." **I believe uncapping Comp Time banks would also save the department money.**

Response: The department must adhere to the 480 cap limit on compensatory time to be in compliance with the 2015 Meet and Confer Agreement, City Ordinance and the Federal Fair Labor Standards Act (FLSA).

HPD has gyms at North, South Central, Central, 1200 Travis, the Academy, and perhaps more locations. To encourage officers and other classified personnel to get into shape and remain healthy (as our insurance plan tries to do), offer additional PFT hours (or days) for this training those officers can use at a later time to take off. Healthy officers are less likely to get sick, injured, and thus will miss less time at work.

Response: At present officers receive 160 hours of PFT and supervisors receive 80 hours of PFT each year. PFT or Personal Fitness Time was designated as a time for officers to work out in order to promote good health. The current Meet & Confer Agreement which was approved by City Council in February 2015 designates Personal Days as a replacement for the PFT hours previously granted during the benefit year. The hours granted are based upon date sworn and rank. Meet and Confer Article 41: Officers sworn after March 30, 2011 who take and pass the PAT will be awarded 40 additional hours of PD (PFT). Officers sworn prior to March 30, 2011, who take and pass the PAT will be awarded \$800 for the first 1,250 officer or 1 million dollars.

In addition, many officers belong to outside gyms (24 Hour Fitness, Fitness Connection, etc.) and Mixed Martial Arts (MMA) gyms. These MMA gyms offer many forms of fitness, weight-loss, cardio training along with self-defense and martial arts such as Judo, Brazilian Jiu-Jitsu (BJJ), Kickboxing, and wrestling. My sons compete in BJJ and wrestling and I've taken BJJ in classes; they are amazing workouts! Many of these gyms monitor attendance, and some provide discounted memberships for police officers. Officers that are in better physical shape are in better mental shape. As much as police officers have to go "hands-on" with suspects, being physically fit and the training of a martial art would help officers quickly (and with less injury) control a situation. Officers would incur less injuries on-duty. I suspect

monitoring attendance or the lack thereof and injuries while training would be major challenges for this to work.

Response: Again, at present officers receive 160 hours of PFT and supervisors receive 80 hours of PFT each year. PFT or Personal Fitness Time was designated as a time for officers to work out in order to promote good health. How or where officers use PFT is each officers own choice. The current Meet & Confer Agreement which was approved by City Council in February 2015 designates Personal Days as a replacement for the PFT hours previously granted during the benefit year. The hours granted are based upon date sworn and rank. I agree that good health reduces down time due to injuries.

Any defensive tactics training must withstand judicial scrutiny and must comply with DOJ standards. If officers are compensated for physical fitness training “on the job,” worker’s compensation must be considered.

Does the Department make many considerations regarding the unfunded liability of comp time, and or make efforts to get officers to burn time from their banks so that there is not such a burden on the pension system when they retire?

Response: Officer A uses his Paid Time Off (PTO) hours each year and accrues no time in his time bank. He serves 30 years and retires. Officer B chooses not to use all his time and allows for it to accrue. Officer B leaves the department at 29 years and then uses his saved accrued time of one year, giving him also 30 years of employment. The cost to employ both officers is the same with one choosing to use paid time off during service and the other choosing to use paid time off at the end of service.

13. Severance Package

Offer severance packages to officers, lieutenants, and sergeants who have 30+ years on with the department. I don’t believe the amount has to be significant. I believe the amount could be as low as \$30,000.00 and most senior personnel would readily accept such a package. The deal should be first offered to those with 35+ years and then move down from there. By doing this it would give Recruiting time to replace retirees. This would also free up millions of dollars to hire younger, lower paid officers.

Response: The Houston Police Department has over 2,000 officers eligible to retire. Hiring new officers has been difficult. Through the natural attrition process, employees leave. There is no advantage to the police department or the citizens to further incentivize officers to retire. While younger officers earn less, the cost of training and providing a severance package would outweigh those savings.

Further, offering money to officers as an incentive to retire for services already rendered would be in violation of Article III, section 53 of the Texas Constitution. Additionally, if any

such pay were prospective in nature, authorization from city council would be required, which would also most likely require amending the 2015 Agreement.

Texas Attorney General Opinion No. GA-0368 (2005) provides further insight and states in part, "The purpose of this provision ('section 53') is to prevent 'counties or municipalities from freely giving away public moneys for services previously rendered or for which no valid legal authorization existed for which the public would receive no return...' Compensation is 'extra' if it is in addition to that allowed by law or contract...section 53 does not prohibit terms of employment that tie compensation to performance. For instance, bonuses are permissible where a bonus plan has been approved as part of compensation before the rendering of services."

Budget – Fee Related Issues

1. 911 Service Fee

What are the prospects of creating the ability to charge a service fee to repeat calls for service as it relates to certain types of calls?

Response: The policy on administering a fee for the service would be set by the City of Houston – City Council. Some agencies have such a fee. It is difficult to ascertain who to assess such a fee to in some cases. For example, in apartment complexes, the department does not want to create situations where owners discourage tenants from calling the police, if an actual crime is being committed, for fear of being billed a service fee.

2. Bill Insurance Companies

Given that most crashes result in the production of an incident report that is typically used for insurance purposes, why can't the city establish a means of securing reimbursement for time spent handling crash scenes and the ensuing reports?

Response: You present a good point or idea. Traditionally the police have responded to traffic crash scenes with several purposes, make sure emergency care occurs, manage the traffic until the scene is cleared (vehicles may not be drivable and have to be towed) and to document the crash in the form of an official police report. Crashes usually occur due to a violation of a traffic law, thus we document to support prosecution in municipal court. In some cases we document because the accident is related to other violations of the law, such as driving while intoxicated. We also document when there is the potential for the loss of life, with the State of Texas being responsible to ensure prosecution for those who cause the loss of your life. In recent years we have stopped responding to non-injury minor property damage accidents and let the insurance companies resolve the accident cause disputes. At present we handle the Major Crashes – but for the minor crashes – we hand out blue forms and now let the insurance companies resolve the dispute and manage claims. Again your point is worth noting and perhaps insurance companies should have their own crash response officials for documenting civil issues. We will still have to deal with traffic issues at crash scenes when cars are not drivable. I will bring this up to HPD legal and see how we can address this idea.

Another Suggestion, Different Source:

Have insurance companies investigate their clients' crashes.

Response: The question above is similar and the response provided for the question above addresses the idea of insurance companies responding to their "clients" crashes.

3. Central Business District Event Fee

There are times when on-duty officers are used for security purposes for business events occurring in the downtown district when the purpose of the event is purely for fund raising purposes. Why can't the Department receive reimbursement for providing this service?

Response: We do receive reimbursements for events such as "Race for the Cure" and the "Houston Marathon Run"; see the schedule below showing the events and the reimbursements HPD has received as of February 28, 2015.

Houston Police Department Overtime Expenditures - Special Programs & Events Paid by Organizers from Police Special Funds FY15 - YTD February 28, 2015 Prepared by: Kerrie.Pierce@Houstonpolice.org						
DAC	Description	Dates	Hours	Amount	Vendor	Amount
R405	Race For The Cure	09/29/14 to 10/24/14	601	29,335	Houston Affiliate of Susan G. Komen for the Cure	29,329
R409	El Grito	10/03/14 to 10/24/14	98	4,050	Miller Theatre Advisory Board, Inc.	4,050
R429	Houston Marathon Run	12/07/14 to 01/31/15	5,569	210,783	Houston Marathon Committee	208,735
R431	Conoco Phillips Rodeo Run	01/23/15 to 03/13/15	28	1,657	Conoco Phillips Rodeo Run - Maria Schick	
R448	Houston Half Marathon & Relay	10/26/14 to 11/14/14	618	29,116	Houston Striders	29,099
R459	Rockets Run	11/05/14 to 11/22/14	404	18,244	Rocket Ball Ltd	18,246
R533	El Grito-Festival De La Independencia	09/15/14 to 10/03/14	36	2,010	Miller Theatre Advisory Board, Inc.	2,020
R562	Houston Symphony Orchestra Celebration	09/12/14 to 10/03/14	71	3,976	Miller Theatre Advisory Board, Inc.	3,976
R821	NRG Stadium Traffic	10/09/14 to 10/30/14	34	1,191	NRG Park - Operating Account	829
R821	NRG Stadium Traffic	12/29/14 to 01/06/15	61	2,055	NRG Park - Operating Account	
R822	Implosion 811 Rusk	10/17/14 to 11/07/14	530	23,139	D. H. Griffin of Texas, Inc.	23,153
R823	American Public Transportation Association Expo	10/08/14 to 10/31/14	243	12,547	Houston First Corporation	12,582
R828	Steps For Students 5K Run	02/13/15 to 03/06/15	445	21,540		
FY15 YTD Total			8,736	\$359,644		\$332,019
*Data includes Compensatory Time.						
FY14 Grand Total			12,506	\$548,567		\$486,361

4. City Car Sticker

Establish a process requiring all citizens who own vehicles within the city of Houston to purchase a sticker (for their vehicle[s]). The fee from this transaction would be used to increase police resources specifically dedicated to address mobility on the city's highway network.

Response: This idea is essentially the creation of another form of tax on the residents of the City of Houston; and commuter taxes are illegal. We presently have other taxation means which can be utilized to increase revenue. Stickers themselves have a cost and enforcement of non-compliance would be another issue. I note your suggestion, but believe the generating of revenue can be accomplished elsewhere with much less costs associated with it.

5. Dangerous Dog Fee

When officers respond to dangerous dog calls and the owner is identified, why can't a procedure be established to assess a fee to the owner to cover time spent handling the incident?

Response: The issue of dangerous dog falls under the City of Houston Municipal Code of Ordinances Chapter 6 – Sections 151-170. Become familiar with the law and issue citations for those that violate the law.

6. Failure to Appear in Court

Why can't these fines be doubled?

Response: There is a warrant fee issued for Failure to Appear, if the offender was arrested. Altering fees would require modification by the legislature.

7. Institute a Garbage Fee

I did not want to take a lot of time during our budget class on Monday. One thing that I think HPD should do is to put pressure on City Council to push a garbage fee. As part of an illegal dumping task force (2011-2012) when I was assigned to the Major Offenders Environmental unit, I had the opportunity to meet monthly with City Councilmen, Jerry Davis and other members of Public Works/ HOC entities. After many scenarios proposed by the task force, it was most evident that a garbage fee was the most reasonable and necessary of answers on multiple fronts (financial benefit to the city, expanded hours for proper trash removal, effective recycling efforts, less illegal dumping and improved quality of life in the City of Houston...). The Mayor's Office or at least City Council was adamantly opposed to a garbage fee as it would be "political suicide" to impose such a fee. The Mayor's Office refused this fee as an option and instead tried to tap into HPD SEP funds which are designed for very specific environmental projects. SEP funds are governed by the state and are not sustainable for long term issues. It concerns me that instead of doing the responsible thing, passing a garbage fee, the Mayor's office is willing to let the budget fall into a deficit position.

Response: Such a fee would have to be authored by City Council. They are responsible for setting fees for services within the City of Houston.

8. Non-police Related Call Fee

Why can't a process be established that results in citizens who request police presence to handle non-law enforcement related incidents (e.g., apartment lock outs, sewage problems, etc.) be assessed a service fee?

Response: Assessing a service fee would require a city ordinance. Continuing, I want to point out that we do our best to educate on the appropriate use of 911. We have a web page www.911.gov that presents the appropriate use for 911 and we also have local news media stories on appropriate use. Still there are those who are uninformed and continue making non police related calls.

9. Open Records Charges

What steps can be taken to increase fees for open records requests?

Response: A city ordinance requires HPD to charge for Open Records requests regardless of the cost. NO state law requires HPD to charge, however if we charge the state sets the rates. So only the city administration can increase the fees and they must be based on state mandated rates.

10. Oversized Truck (Semi) / Vehicle Fee

Consideration should be given to establishing and collecting fees for these vehicles traversing our freeways and highways.

Response: Fees are set by the State of Texas - TXDOT. The issue of implementing a fee for local roadways was examined; however, it was determined to not be cost effective and have the fee be legally enforceable.

11. Parking Fee

Why can't the city establish a fee for all people who park underneath freeways? This occurs most frequently in the downtown business district.

Response: Such a fee would have to be authored by City Council. They are responsible for setting fees for services within the City of Houston. Currently, fees are charged to parkers underneath many of the underpasses.

12. Selling Incident Reports Online:

Currently, Records Division sells Incident reports to customers at its Public Counter at 1200 Travis (1st Floor) or via mail. The amount of fees customers pay for the service barely covers the cost (about 10 cents a page.) The costs are mainly personnel cost and printing costs. These costs can be greatly reduced if customers are able to purchase the incident reports online as they purchase crash reports now. It can be realized by expanding our collaboration with the GOVPARTNER.com, a third party partner that is facilitating the on-line crash report sales. The volume is significant in quantity to justify for online sales.

With RMS I expect that the availability and managing the Incident Reports in PDF format is handier than with the OLO. At the same time while reducing our costs, customers will like the online service as it allows them to get the service at the comfort of their space and time. I presume customers will like the online service even at a higher fee because they will save commuting time, gas and parking costs to downtown or save waiting time with mailing. So there is a possibility not only reducing costs but also generating admissible revenue for the City. Thus, it is a win-win deal for our customers and the City.

Response: Incident reports have a lot of fields that need to be redacted manually before being released; an electronic report would not be able to automatically redact fields that might contain information regarding minors, rape victims, CIT, etc. So therefore at this time it is unlikely this type of report will be sold online.

Although section 132.007(d) of the Local Government Code establishes that a municipality may contract with a vendor to provide access, collect payments or provide services authorized by subsection (a), incident reports inherently contain criminal justice information and criminal history record information that is protected by statute and access to such information is restricted. Albeit, persons may be able to obtain a public version of an incident report, the Records Division confirmed there are situations where department personnel still have to redact some information contained in the public release reports. Also, complainants of certain offenses are entitled to receive copies of the public release reports free of charge per statute. This requires the Records Division to verify the requestor is in fact the complainant to ensure compliance with the statute. Hypothetically, if incident reports were provided online for purchase, issues may arise regarding the verification process.

Another Suggestion, Different Source:

Why can't the price be raised for the purchase of an incident report?

Response: The price of the incident reports is dictated by the Texas Public Information Act. Currently the state of Texas allows a charge of a \$0.10 per page, and the City/HPD cannot exceed that charge.

13. Traffic Control Fee

Should a flat fee be established for any traffic control event staffed by an HPD officer either on or off-duty?

Response: A flat fee would not be the best approach in that the events are different in size and nature and require a different number of personnel. We currently receive reimbursements for events such as "Race for the Cure" and the "Houston Marathon Run." Please see the schedule on the next page showing the events and the reimbursements HPD has received as of February 28, 2015. Officer overtime is used for traffic control at these events, and HPD is reimbursed for the overtime and other expenses related to the event. Also, HPD captures and identifies all overtime worked on these events by using DACs (Department activity codes).

Houston Police Department						
Overtime Expenditures - Special Programs & Events Paid by Organizers from Police Special Funds						
FY15 - YTD February 28, 2015						
Prepared by: Kerrie.Pierce@Houstonpolice.org						
DAC	Description	Dates	Hours	Amount	Vendor	Amount
R405	Race For The Cure	09/29/14 to 10/24/14	601	29,335	Houston Affiliate of Susan G. Komen for the Cure	29,329
R409	El Grito	10/03/14 to 10/24/14	98	4,050	Miller Theatre Advisory Board, Inc.	4,050
R429	Houston Marathon Run	12/07/14 to 01/31/15	5,569	210,783	Houston Marathon Committee	208,735
R431	Conoco Phillips Rodeo Run	01/23/15 to 03/13/15	28	1,657	Conoco Phillips Rodeo Run - Maria Schick	
R448	Houston Half Marathon & Relay	10/26/14 to 11/14/14	618	29,116	Houston Striders	29,099
R459	Rockets Run	11/05/14 to 11/22/14	404	18,244	Rocket Ball Ltd	18,246
R533	El Grito-Festival De La Independencia	09/15/14 to 10/03/14	36	2,010	Miller Theatre Advisory Board, Inc.	2,020
R562	Houston Symphony Orchestra Celebration	09/12/14 to 10/03/14	71	3,976	Miller Theatre Advisory Board, Inc.	3,976
R821	NRG Stadium Traffic	10/09/14 to 10/30/14	34	1,191	NRG Park - Operating Account	829
R821	NRG Stadium Traffic	12/29/14 to 01/06/15	61	2,055	NRG Park - Operating Account	
R822	Implosion 811 Rusk	10/17/14 to 11/07/14	530	23,139	D. H. Griffin of Texas, Inc.	23,153
R823	American Public Transportation Association Expo	10/08/14 to 10/31/14	243	12,547	Houston First Corporation	12,582
R828	Steps For Students 5K Run	02/13/15 to 03/06/15	445	21,540		
FY15 YTD Total			8,736	\$359,644		\$332,019
*Data includes Compensatory Time.						
FY14 Grand Total			12,506	\$548,567		\$486,361

14. Training Fee

If we are asked to provide training to citizens, they should pay for the services rendered.

Response: We do not want to charge. We want to encourage citizen participation. Charging a fee may discourage participation. HPD engages citizens with PIP meetings and other informational gatherings designed to show citizens how to avoid being victims of crimes. When a citizen avoids being victimized, the department "saves" time and money by not investigating a preventable crime.

Community Interaction Related Issues

1. ATM Improvements

I'd like to suggest the idea to mandate Automated Teller Machine (ATM) owners to equip ATMs with a 3SI Security Tracking Device, or an equivalent, in order to, 1. Curb and reduce (ATM) thefts. 2. Increase the probability to affect an arrest or apprehension. 3. Increase the recovery rate of stolen ATMs.

The ability to mandate ATM owners could be enforced through permits, fees and or citations for non-compliance.

Response: Requiring financial institutions and non-bank owners of ATMs to equip ATMs with a tracking device would entail changing state law and/or enacting city ordinance.

2. Corporate Sponsorships

Has the HPD extensively explored the possibility of seeking more corporate sponsorship to address some of its fiscal needs?

Response: The department cannot solicit money from specific corporations in the form of sponsorship. The department currently has the *Houston Police Foundation* and the Union has the *Assist the Officer Foundation*. Both of these organizations provide a vehicle for public and private members of the community to donate moneys to aid in the acquisition of needed products for the department.

The Houston Police Foundation is a nonprofit 501(3) (c) corporation formed by local business leaders to support projects of the Houston Police Department. Donations made by individuals and companies fund special programs, officer safety, training, equipment, and new technology -- none of which would be feasible under the City budget. The Houston Police Foundation has funded millions of dollars in equipment for the Houston Police Department over the last 10 years. The greatest portion of that funding has come from the generosity of corporate donors. Items provided by the Houston Police Foundation include:

- Air Support – Churchill Navigation Augmented Reality Mapping System –Assist helicopter personnel during a pursuit or searching for suspects and gives guidance to the pilots in relaying street level positions to officers on the ground.
- Traffic Enforcement Division – Handheld Z Backscatter X-Ray (Mini-Z) – a handheld, portable Backscatter imaging system (X-Ray). It produces a real time image of a scan target that assists in detecting narcotics, US Currency, contraband and explosives in hard to reach areas of vehicles
- Horse Trailers – The Mounted Unit requires trailers that enable them to respond to crime in the Downtown Business District and protests throughout the City.

- Bicycles for Special Operations Division
- Ceramic Body Armor for Active Shooter Incidents
- Self-Aid/Buddy Aid (SABA) kits

In 2014, the Houston Police Foundation funded \$1.6 million worth of tools and equipment for HPD.

For more information about the Houston Police Foundation and to see a schedule of fundraising events, visit www.supporthpd.org

The Astros Foundation has been a generous supporter of the Houston Police Department, as well. In 2015, they are once again underwriting the Badges and Bases run scheduled for September 26, 2015

3. Critical Infrastructure Protection Partnerships with Private Companies

What types of partnerships does the HPD have with private companies that represent a portion of the city's critical infrastructure? Is there room for improvement?

Response: The Houston Police Department has multiple partnerships with private entities/companies that represent critical infrastructure. From various sporting venues, to the Port of Houston to refineries, etc. the department has a robust relationship with numerous private stakeholders with regard to Critical Infrastructure and Key Resources (CIKR) that are important to public safety. The Department is engaged in numerous points of information sharing and more specifically conducts threat assessments on a regular basis for private entities that have critical infrastructure.

4. Customer Service Issues

What steps can be taken to identify and properly address customer service issues within our divisions?

Response: We have suggestion boxes in place used to identify any customer service related issues. We also have the ISO process in a couple of our divisions. ISO is a certification process – ISO is purposed to enhance an organization's effectiveness and efficiency in achieving its defined objective. Additionally we have a class on organizational culture change. Also this very process of seeking sergeants and lieutenants input for improving the department exemplifies efforts to address customer service.

Through the Platform Study (presently being conducted by the University of Illinois at Chicago) – the department reached out to over 4000 citizens who had interacted with the police either through the making of a report or receiving a traffic citation, surveying those citizens on customer service issues.

5. District Attorney Partnership

Continue to work with the DAs office to decriminalize drug possession and work out other social services responses. America is the largest consumer of illicit drugs. Unless we try something different, we will continue to lose this war. Not every response we provide has to encompass a “criminal justice” mindset. How about “social justice”?

Response: The department is working with the Harris County District Attorney’s Office in implementing the First Chance Intervention Program. “First Chance” offers qualifying first-time offenders (Class B Marijuana) the opportunity to have charges dropped on successful completion of community or other forms of service. It is not “decriminalization.”

Neither the department nor the District Attorney can “decriminalize” any statutory offense. That authority resides solely with our state legislature as does the authority to exercise or enact “social justice” solutions.

Another Suggestion, Different Source:

What can be done to reduce the perception that felons are not prosecuted to the fullest extent possible?

Response: The Chief of Police meets regularly with the District Attorney and our Executive Staff members engage frequent communication with our DA’s office counterparts. Those cases include our requests for explanations or additional information regarding instances where we believe a particular felon received a perceived lenient sentence. The DA’s office has established an internal process to review such matters.

However, it is important to keep in mind that other factors, which may include the skill of defense counsel, witness non-cooperation and the judicial system as a whole assist in determining a just and appropriate sentence for an offender. To that end we will continue to engage in active discussion with judges, legislators, and prosecutors in an effort to ensure felons receive appropriate punishment for their crimes.

6. Facebook

How effectively are we using this resource?

Response: The Department utilizes Facebook and other social media platforms and open source information to assist in communications and also to aid in criminal investigations and intelligence when appropriate and necessary and always within the confines of the law.

From a PR standpoint:

- Public Affairs Division actively post 20-25 times a month

- Post positive stories about the Department
- Notifications - Amber Alerts
- Limited two-way communications with public
- Reaches out to a younger demographic
- Provides information in real-time that is archived

From an Investigative standpoint:

- IFR South Gessner has the only Facebook account in HPD that is used to communicate with complainants and suspects they can't reach via mail or phone.
- CID searches sites for terroristic threats or protests

7. Fear Reduction

What tactics can the HPD implement to reduce fear within Houston?

Response: DRT and PIP are examples of department activity that assists in fear reduction. DRT utilizes education, enforcement, and remediation to address a variety of issues that lead to community discomfort.

The dissemination of timely and accurate information about crimes and incidents helps to dispel erroneous perceptions of crime and disorder. Information is "pushed" by the Public Affairs Division or through divisional sources; PIP and Storefront officers, etc.

The department can do more to educate the public about their ability to access online crime stats – coupled with dedication to properly explain and place the information in context – as this too assists in fear reduction.

8. Homeless

We need to develop a larger capacity to address the homeless problem; this would include determining if our tactics are effective and/or are in need of adjustments.

Response: Houston presently has program called "Beacon." The Beacon is a non-profit organization that seeks to provide services to Houston's poor and homeless. Over 600 meals are served daily. Plans are presently being made to send four of our personnel to Austin in an effort to seek additional solutions to the homeless issues.

Within the department's Mental Health Division we have the Homeless Outreach Team (HOT).

HOT is comprised of one sergeant, two officers, and one mental health professional from the Mental Health Mental Retardation Authority (MHMRA) of Harris County. The team helps the homeless with the following:

- Housing
- Social Security cards
- Passports
- Birth certificates
- Shelter referrals
- Medical equipment
- Employment
- Bus fare
- Medical care
- Mental health treatment

Additionally they work with the following organizations as they address the issues of the homeless:

- SEARCH Homeless Services
- Lord of the Streets
- Bread of Life
- Palmer Way Station
- Star of Hope
- Salvation Army
- Healthcare for the Homeless
- US Vets
- DeGeorge Veterans Housing
- Main Street Ministries
- Goodwill

We are using our available resources to the best of our ability to address this matter; clearly, additional resources would be helpful.

9. Ministers

What is being done to enlist ministers (and other clergy) to assist the HPD in addressing crime and disorder? Are our current methods of operation sufficient or could we become more productive?

Response: HPD established Police and Clergy Alliance (PACA) in 2012 to work with the Department to build trust and respect within the community. PACA offers support to victims and their families, the opportunity to participate in police ride-alongs, and assists with HPD sponsored community events. They are also involved in Project Safe Start and mentoring programs for youth.

They are recruited by other PACA members and via their website, Hpdpaca.com

10. Multi-Residential Communities

What can be done to ensure the ownership of these communities are requiring their management team to take the necessary steps to prevent crime and disorder from occurring (or spreading) within their properties?

Response: The Apartment Enforcement Unit, through the Blue Star program, assists owners of multi-residential units in the development of policies and practices that nurture strong apartment communities. These practices include recommendations with respect to environmental conditions that either contribute to or serve as a hedge against crime (lighting, landscape, exterior quality, and more).

The Forfeiture and Abatement Team works with DRT officers to seek civil and criminal sanctions against apartment community management and owners who permit or allow conditions that foster crime and disorder to remain on their premises.

11. Online Reporting Options

We should expand the online reporting eligibility criteria for citizens, which would reduce the need for a police response to minor types of offenses.

Response: This issue is presently being addressed as the department seeks to expand offenses the department believes can be reported online.

Another Suggestion, Different Source:

We should establish a mechanism allowing citizens to use online reporting for BMV incidents; and then, encourage citizens to use this option as a means of reducing calls for service.

Response: Again this issue is presently being addressed as the department seeks to expand offenses the department believes can be reported online. Some of our considerations are as follows.

Sending a PSO (or something similar) to minor CFS that requires an offense report.

At times, citizens demand an officer make the scene:

- Is it acceptable (legally) to send non-classified personnel?
- Can we train a non-classified to collect minor evidence such as finger prints in a theft or a burglary tool?
- Citizen's acceptance?

These are some approaches that are being considered in order to address manpower.

12. Private Sector Partnerships

We should explore the nature of and types of relationships and partnerships the HPD has with private sector businesses.

Response: HPD has several private sector partnerships, in addition to the partnership with the Houston Police Foundation. In 2009 HPD formed a partnership with several local retailers known as the Greater Houston Loss Prevention Alliance to combat crimes that occur in the retail business. Today there are eight major retailers (Fiesta, HEB, Kroger, Randalls, Walmart, Target, Walgreens and CVS) that participate in a year round crime prevention campaign that targets shoppers.

The Mental Health Division/Homeless Outreach Team (HOT) has benefitted from a partnership with several private foundations that includes the Frees Foundation, Simmons Foundation and Funders Together to End Homelessness. Members from the private philanthropic community provided a new wheel-chair accessible van so that HOT team members could transport people to shelters or health facilities for services. Additionally a truck that allows HOT officer's access to areas not accessible to cars was also donated by funders.

State Farm Insurance has provided a grant for the purchase of a new safety-talking robot that is housed in Public Affairs and also another grant to Public Affairs for the development of the Teen Driver Safety Program. PAD Officers conduct Teen Driver Safety presentations at local high schools and at public events.

13. Public Relations Use of Technology

What is being done to leverage technology as a means of improving public relations?

Response:

- Video-streaming of significant news conferences
- Use of social media sites-Facebook, Twitter, Nextdoor.com, Blogs and Live Blogging
- Electronic Annual Report
- Use of iPad still photos and videos that are linked the news releases
- Use of iPad sound bites for Facebook posts

14. Youth Partnerships

As far as addressing the need to reach out to certain high school age groups as Chief McClelland stated. Maybe we can partner up with school districts to find ways of building relationships with the teens. For example, what if we had some HPD employees (classified and civilian) show up right before a school's lunchtime and surprised the teens by serving the lunch with a friendly smile and conversation. That's just an idea, but something like this would break the ice between our department and that age group. After breaking the ice we can continue building the trust relationships with the students, and occasionally show up at other school events where those teens will be (Homecoming games, etc.) Our motivation would be to encourage them to seek a bright future, and to set great examples for those who will follow in their footsteps. This is a proactive approach.

Social Services are overwhelmed and are currently reactive from what I have heard. What would happen if HPD could reach out to those boys and girls who have dropped out of school to encourage them to keep trying and not to quit? What if we as a department became their mentor and life cheerleader (I'm using the term cheerleader loosely). Maybe HPD could change one life out of 100, or may HPD could change 50% of the young lives encountered. Encouraging this group is a proactive approach.

We can help change lives and in return we will have learned about the community whom we serve daily. We can reach out to all community classes...the poor to affluent.

Response:

- YPAC – Youth Police Advocacy Council since 1997
- Explorers – re-launched in 2013 HPD and Boy Scouts of America
- Boys and Girls Clubs – since January 2009, youth mentoring program

- TAPS – Teen and Police Service Academy – since 2011, purpose to reduce social distancing between at risk youth and law enforcement. TAPS Academies are located at Burnet-Bayland Rehabilitation Center, Beechnut Academy and Harris County Youth Village. There are also TAPS Clubs and Camps in Houston area high schools.
- A new call code number will be established by the Emergency Communications Division that officers can use as a self-initiated activity when they take time to interact with the youth and / or young adults in a given neighborhood.

Another Suggestion, Different Source:

We should revisit the PAL program, which allows officers to be involved with young students who have a desire to be involved in athletic endeavors.

Response: PAL is a good program. However in 2011, the department received a grant in conjunction with UHCL to administer a program called Teen and Police Service (TAPS). TAPS is deemed to have a greater effect in our efforts to work with the youth in our city. Also we do not have the resources to administer both.

We are looking into adding an MDT code so that officers can call out on this type of interaction – stopping and talking with kids.

15. Victim Parking

Can anything be done to provide parking for victims of crime who must come to the HPD to assist with an investigation?

Response: If a witness or victim is coming to Travis they will be allowed to use available parking. Officers need to notify Travis Parking at: travisparkingrequest@houstonpolice.org
All efforts will be made to accommodate the victims of crime.

Contract Related Issues

1. Assessment Centers

The HPD should stop spending money for assessment centers.

Response: We do not believe we should. As indicated in the 2015 Agreement, the HPOU and the city agreed to continue with assessment centers for promotions. Thus, it is the responsibility of the city (department) to administer and pay for the assessment centers.

Assessment centers offer an alternative to traditional promotional examinations which just test for knowledge. Assessment centers do offer some advantages (testing a person for what they can do in real world situations and not what they know) and some disadvantages, one of those being the cost. Assessment centers are accomplished with outside personnel who do not know the personnel being assessed and done with outside vendors, thus ensuring security and fairness.

2. Bilingual Pay

Secondly, I'd like to suggest that bilingual officers testing be considered valid indefinitely, as opposed to re-testing every three years to reduce the expenditure of constantly utilizing the service of the vendor.

Response: Chapter 143.113 of the Local Government Code permits a municipality's governing body to authorize assignment pay for bilingual personnel through ordinance. Administrative Procedure 3-9, section 4.1(dated January 4, 2011) specifies that classified personnel covered under Chapter 143 may be eligible for bilingual pay in accordance with and applicable meet and confer agreement or pursuant to City Ordinances No. 91-609 and No. 92-1486. City Ordinance No. 91-609 stipulates under section 2 that any officer who is granted bilingual assignment pay shall be required to maintain proficiency to satisfactorily perform his or her assignment. Speaking a second language is a perishable skill and per ordinance the department must ensure officers receiving such pay maintain proficiency in said skill. Without re-testing, the department would not be able to meet this obligation. It is important to note that officers who achieve a proficiency of Level 4 or higher for two consecutive years, these officers are then retested once every six years.

Pursuant to Article 15 Bilingual Pay of the Meet and Confer Agreement, the Labor Relations Committee has recommended to the Chief of Police that the department add Hindi and Urdu to the list of languages eligible for bilingual pay. The Chief of Police has accepted that recommendation and the recommendation the Human Resource Division review the current processes for proficiency testing for all languages, including sign language, and notify department members when and where such proficiency testing will occur. There is no cap on the number of employees who may receive bilingual pay for a qualifying language.

Another Suggestion, Different Source:

Currently, over 1200 employees receive bi-lingual pay. The vast majority of those are Spanish speakers. Given the ubiquity of Spanish speakers, the failure to obtain a Spanish-speaking officer for any particular event appears minimal. A threshold should be established which governs the number of employees that are needed based upon the commonality of the language. For instance, given that about a fourth of the department speaks Spanish; no extra incentive pay is needed in order to encourage employees to learn the language. Conversely, very few employees speak Farsi or Mandarin Chinese; therefore, pay may be necessary.

Not knowing the actual numbers, if bi-lingual pay is eliminated from 1200 classified employees, the department can save approximately **\$1.9 million** (1,994,400) annually.

Response: Establishing a threshold is a viable option and the 2015 Agreement addresses this very issue. Article 33 (Salary, Pay, and Benefits), subsection 15 (Bilingual Pay) provides in part, "During the term of this Agreement the LRC shall evaluate existing levels of departmental demand upon those receiving bilingual pay, and shall also evaluate whether there is demand for specific languages other than those currently approved for bilingual pay. The LRC shall make a comprehensive recommendation to the Chief regarding the department's bilingual need, qualifications, pay rate, and qualifying languages." After receiving the LRC recommendations, a determination can be made as to whether a change in ordinance is needed to establish a threshold on the number of employees receiving such pay.

3. Civilian Pay

What can be done to initiate pay raises for civilian employees?

Response: Across the board increases will need to be facilitated through the negotiation process between HOPE representatives and the city. However, other avenues are available for individual pay increases such as requesting: 1) a Job Audit & Salary Review or 2) Internal Equity (salary adjustment).

4. Clothing Allowance

Eliminate the clothing allowance for captains and above. The people in these positions are the department's standard-bearers and as such, it seems reasonable that they be in uniform when representing the department in the vast majority of instances. Monetary compensation for these positions is sufficient to provide for the purchase of clothing if plainclothes is the desired dress for a particular occasion.

Response: Eliminating clothing allowance pay for captains and above would most likely be in violation of the 2015 Agreement. It states (in part) under Article 33 subsection 9(A) of the

2015 Agreement that officers who qualify for the \$800 amount shall be paid in accordance with past practices. Past practice has been for captains and above to receive clothing allowance pay based upon rank. Also, subsection (G) specifies that the Maintenance and Standards provisions related to clothing allowances shall apply for the duration of this Agreement. Albeit the Maintenance and Standards provision under Article 16(B) relates to clothing allowances for those “assignments” currently receiving them, the language contained in the new 2015 Agreement regarding “past practices” appears to prohibit eliminating such pay for captains and above.

Other Suggestions, Different Sources:

Consider eliminating the clothing allowance in this manner results in an approximate annual savings of **\$46,400**. Additionally, the list of those receiving a clothing allowance should be reviewed for further savings. For instance, is there an operational necessity for employees working in Planning, Crime Analysis, or the photo lab to receive the allowance?

Response: The department has procedures in place to ensure persons receiving clothing allowance pay are eligible for such pay. As provided in General Order 300-18, Clothing Allowance, once a written request for clothing allowance is reviewed and approved by the assistant chief of the respective division, the request is forwarded to the Clothing Allowance Review Committee. The committee will vote to either approve or deny the request. Furthermore, the Personnel Changes form, which must be completed when an officer transfers out of a division, specifically asks whether the officer will be eligible for clothing allowance pay in the new assignment. Additionally, the 2015 Agreement contains provisions under Article 33, subsection 9 describing when an officer shall receive clothing allowance pay.

I would recommend elimination of the clothing allowance for all personnel.

Response: This is not possible, as the 2015 Meet & Confer Agreement contains specific provisions regarding those who qualify for clothing allowance pay. See Article 33 subsection 9 of the Agreement.

5. DROP

Is it possible to reduce the number of years one stays in DROP as a means of saving the city money?

Response: Yes, it is possible to limit the number of years one can participate in DROP. The City would have to seek to reopen Meet and Confer negotiations between the Pension Board and City to revise the Pension Board’s Meet & Confer pension agreement.

After 2004, officers are no longer eligible for DROP. Therefore, there are no new enrollees into DROP and those currently enrolled are leaving every day.

6. Education Reimbursement

Since the department pays an incentive (once the degree is earned), and since we have the 100 Club and the HPOU, could this be a cost cutting possibility for the department?

Response: Until after December 2018, this cannot be considered as a cost cutting possibility. Sections 143.112 and 143.114 of the Local Government Code pertain to Educational Incentive Pay, which is different than "Education Reimbursement." However, the 2015 Meet & Confer Agreement contains provisions for college tuition reimbursement under Article 33 section 7. The 2015 agreement now contains the provision or requirement that one stay 3 years after the degree is conferred or reimbursement of tuition assistance is required.

Better educated personnel generally yield better work products. Thus, efficiency gains are attained by having educated personnel on the department. The tuition reimbursement is a good investment for the department.

7. Examine PFT (this is not a popular item)

If PFT days were reduced, we would have more officers available to work.

Response: The PFT days will now be called Personal Days (PD). They are in the 2015 MCA and therefore cannot be changed without reopening the contract.

8. Hazardous Duty Pay

Eliminate hazardous duty pay from everyone except those on the bomb squad and dive team. There is no more hazardous job than patrol. Once SWAT is on-scene, the scene is mostly secure, people fly and ride in helicopters every day, and people ride motorcycles every day. The department likely will not lack for employees to perform these jobs if the pay were not there. Canine and specific people who perform raids could be considered to keep their pay, although a study should be performed to determine the rate at which canine officers are injured or which jobs are the most hazardous outside of patrol. Dive team members would receive their pay only when called upon in their capacity as dive team.

Response: This would require a modification to the 2015 Agreement. The 2015 Agreement delineates various types of pay under Article 33. Section 4, Assignment Pay (A) provides "All assignment pay ordinated and/or in effect on the date of ratification of this Agreement shall remain in full force and effect, unless modified by this Agreement." Hazardous duty pay is synonymous with "assignment pay."

(We should) eliminate hazardous duty pay from approximately 114 officers resulting in an annual savings of **\$23,261**. Additionally, as is the case with those receiving clothing allowance, the list should be evaluated in order to determine if employees assigned to stations such as Special Operations or Kingwood should be receiving this pay.

Response: Wage types in SAP do not show hazardous duty pay. Assignment pay is based upon the following “assignment pay” types: SWAT, bomb squad, canine pay, dive team, helicopter pay, and SOLO motorcycle pay. There are processes in place in determining if an officer is eligible for assignment pay. For instance, letters requesting “assignment pay” are submitted to the Employee Services Division to initiate the pay type. There are instances where officers assigned to various divisions such as Kingwood or Special Operations may be eligible for assignment pay if they qualify (e.g., dive team pay).

I could also see hazardous duty pay being eliminated over a period of time.

Response: MCA issue. See above

9. Healthcare Incentive

Officers with over 35 years of tenure with the HPD would not be required to pay their portion of their health care premium until retirement.

Response: Most likely this would have to be negotiated when the current contract expires.

Another Suggestion, Different Source:

What types of incentives can be created to facilitate retirements?

Response: The department is limited in what it can offer in the way of incentives because of contract and legal constraints. Further, the department is not necessarily inclined to entice officers to retire since we have fewer officers now than we had last year at this time.

10. Mentor Program

The department is paying mentor officers the same as field training officers, and mentor officers don't train or evaluate (documentation). The department already makes PPO's ride with other officers after training/evaluation and until their probationary period ends. Field Training Officers are already being paid to train and evaluate; let those young officers ride with the trainers/evaluators until their probationary period ends.

Response: These are two different programs with two different purposes. Mentor pay was established to allow probationary officers to have exposure to other veteran officers besides field trainers and purposed to compensate those officers for taking the time to interact and guide them. The opportunity allows probationary officers to spend time with a

set group of officers covering a set group of topics or relevant policing issues. Field training is a time of documenting and evaluating the probationary officer as he continues to learn the duties of the police officer. The 2015 MCA did increase the pay for field training officers in order to properly compensate them for the additional work. Mentoring pay did not increase.

The mentor program has proven valuable to first year officers. It provides a training situation without the pressure of the FTO program. Surveys of those young officers who completed the mentor program find it to be a valuable part of their overall learning process.

11. Pay Steps for Sergeants and Lieutenants

What can be done to create more pay steps for both of these ranks?

Response: Any increase in pay steps for sergeants and lieutenants will have to be addressed during the next Meet and Confer process.

12. PTO Limits

Steps should be taken to determine if restrictions on PTO accumulations are sufficient or could further adjustments be made?

Response: Placing restrictions on PTO accumulation would require amending the 2015 Agreement. Article 34 and Exhibit B of the 2015 Agreement establish PTO accrual and caps for officers. Also, pursuant to the 2015 Agreement, Exhibit B number 7 provides under (a) the cap for officers sworn before March 30, 2011, is 5,000 hours and (b) the cap for officers sworn after March 30, 2011, is 2,500 compensable hours. Subsection (4) of Article 34 contains provisions when an officer's bank is approaching or has exceeded the applicable PTO cap.

13. Physical Fitness

Incorporate physical fitness into the workday.

Response: All officers are provided an incentive to stay fit through a monetary incentive or through additional time off. In addition, officers receive a discount on their insurance by demonstrating that they have completed some basic steps toward better health such as routine dental and doctor appointments.

Permitting officers to utilize a portion of their workday for physical fitness would be contrary to the requirements under Administrative Procedure (AP) 2-4, Electronic Timekeeping Policy, dated February 22, 2012, as well as departmental policy. Although classified officers are not required to use KRONOS to clock in and out and Section 6.3.3 provides that classified employees of the HPD must comply with department-specific

policies and procedures, Section 4 of AP 2-4 states, "This policy will be followed by all City Municipal Employees, including those in the Houston Fire Department (HFD) and Houston Police Department (HPD)." Based upon section 7.3 of the AP, it is highly unlikely that incorporating physical fitness into the workday would be in compliance with the AP. Section 7.3 states, "WORK TIME – Once an employee is clocked in, he/she is responsible for starting work. Attending to personal matters or not working while clocked in is considered not working or "riding the clock" and is grounds for disciplinary action." Furthermore, General Order 200-26 states that the standard workday for full-time non-exempt employees is eight hours of performing job-related duties and the amount of time an employee spends performing activities not related to their duties will not be counted toward the hours required for the workday. Mealtime is counted as actual time worked.

14. Production Incentives

Steps should be taken to establish productivity incentives within the HPD.

Response: Change in pay including any "productivity incentives" would require modification of the 2015 Agreement. It should be noted that the Investigator Incentive pay does require that the investigator reach certain milestones including reaching certain levels on the Job Performance Review. See Art. 33(14).

15. Tuition Reimbursement

Those who accept reimbursement should be required to commit to the HPD for a period of time or pay back the reimbursement.

Response: Article 33, section 7 contains such provision. Subsection (B) states in part, "As a condition of accepting tuition reimbursement for successful completion of coursework, an officer must remain employed with the Department for a minimum of three (3) years upon completion of the degree program. The three (3) year work requirement applies to officers who begin a degree program after the effective date of this contract." Subsection (B) also contains refund provisions should an officer separate from the department within the three year period or not finish the degree program.

Equipment Related Issues

1. Management of Equipment Distribution

Eliminate radios/Tasers/body cameras for plain clothes officers. Instead, have a reserve supply that plain clothe officers can check out from the Command Center on the 1st floor when they may need one—working extra employment. The gun range can have a reserve on hand when plain clothe officers need to qualify with a Taser. Taking this measure will reduce the cost of purchasing hundreds of un-needed equipment items.

Tasers — we already talked about them. All plain clothes Officers who don't work extra jobs don't need them. Mine is locked up in my gun safe at home.

Hand held radios for Investigations. We almost never use them. 99.9% of the time, we communicate via cell phones. Everybody has at least one. Instead of everybody having a hand-held radio, we could have 3 or 4 for the Division and check them out as needed. If any Officer wants to retain his/her radio, so be it, but the rest could be turned in for future use by those who need them.

Response: The department has considered this issue and has decided that each officer in the department should have both a hand held radio and a Taser.

2. Taser Distribution

On 01/08/2015 I attended Taser in-service training. I was surprised to find that the cost of the new Taser unit I was issued to be approximately \$1,400, and the Taser dart cartridges (2) are \$46 each. Since I do not intend to work any uniform extra employment for the remainder of my career, I respectfully suggest optional consideration be given to re-issuing this expensive piece of police equipment to uniform personnel and/or to those who work uniform extra employment for their protection.

As a point of interest, the videos shown in this class were enlightening as well. With the court cases and the potential civil liability associated with its use, I would most likely choose to go hands on in dealing with a combative suspect. In any case, I appreciate your offer for email suggestions.

Response: All have a Taser, this is an HPD policy and all will be trained in their use. The department considers this as a demonstration of its professionalism. Each of us may one day encounter a situation where the radio or the Taser is needed in order provide a police service.

3. Tow / Battery Trucks

Is it possible to reassign these service trucks to the HPD so we could manage them more effectively and subsequently reduce response times?

Response: The existing contract is with the city through Fleet Maintenance. The city manages the contract. During day time hours, HPD utilizes its own wreckers. After hours, Apple towing is purposed to supplement HPD. They by contract have one hour to respond. If Apple is not responding timely, then supervisors need to report this through their chain so that Fleet can be notified of the issue. HPD is planning to issue jump boxes to stations to be used on fleet with dead batteries. Apple is for towing only from 11 pm to 6 am it is not for changing tires. It is a city contract – not an HPD contract. We need to be receiving the complaints so that we can address this. If we have to get a friendly E-Tag then we should let supervisors know and allow. This issue will be revisited with the Mayor. The department would like to manage its own contract for vehicle services.

4. Siren Controls

Is technology available that would allow us to use “hands free siren controls” in our vehicles?

Response: New fleet vehicles being added to HPD’s fleet are equipped with this feature. Officers will be able to turn a siren on and off as well as change preset siren types by simply bumping the horn.

5. Vehicular Oil Protocol

Finally, if the patrol vehicles are still being serviced with conventional oil, at every 3,000 miles, upgrade to synthetic oil, to increase servicing mileage to 5,000 miles, which is the current recommendation, and reduce the expense of frequent servicing.

Response: We use synthetic blend oil. Pure synthetic oil is much more expensive than normal oil. The 3,000 mile PM standard is not adhered to just to change the oil; time is also checking the brake system and other major components of the vehicle. Since our emergency vehicles are subject to more aggressive driving and have many idle hours, it is important to have PM’s done more often to catch small problems before they become large ones. A 5,000 mile oil change and PM using synthetic oil may work for vehicles driven under normal use, but not our patrol cars.

6. Weaponry

May I suggest saving money by at least allowing officers who want to carry 9mm to do so? The round is cheaper than .40 and with a quality bullet, the ballistics are about the same anyway. It is really all about shot placement anyway. The 9mm is a lot easier to shoot also which is good for female officers and others who are recoil sensitive. The 9mm is good enough for the U.S. military and other agencies all over the world.

Response: The Department is adding the below listed weapons to the “approved list,” including the option to utilize primary duty weapons chambered for 9mm ammunition.

Primary Weapon:

- Sig Sauer P320 9mm, .357SIG, .40 caliber
- Model 1911 and 2011 firearms* 9mm, .40 caliber
- All Primary Weapons currently listed in “Attachment A” of HPD General Order 400-05 are now authorized in their 9mm versions.**

Plain Clothes/Off Duty:

- Smith & Wesson M&P Shield 9mm and .40 caliber
- Glock Model 43 9mm

Holsters must be in compliance with HPD General Order 400-05, Section 7. Additionally, officers must contact Uniform Supply to determine if an approved holster is available through the City’s current vendor. If a holster is not available, the officer will be responsible for purchasing an appropriate holster.

*Officers will be required to attend a mandatory 1911/2011 orientation class prior to being authorized to carry. Due to pre-scheduled in-door range HVAC and Target System replacement, this mandatory class will be not offered until approximately February 2016. A future circular will announce when officers can register through the LMS system.

**Until the Firearms Training and Qualification Units acquire a sufficient supply of 9MM ammunition, officers desiring to qualify with a 9mm weapon will be required to supply their own ammunition in sufficient quantity (60 rounds) to allow completion of the qualification course.

Another Suggestion, Different Source:

What will it take to allow AR15s to be mounted in the front seat area of police vehicles?

Response: The COP has approved a double mounted, universal rack to be mounted in the front of Tahoes. The racks will hold two shotguns, two AR-15s or one of each. On May 11, 2015, the Houston Police Foundation approved \$95,000 to purchase and install the initial 100 gun racks.

Operational Related Issues

1. ARU (Alternative Response Unit) Enhancements

In 2012, ECD presented several methods for enhancing ARU at nominal costs to the department. These suggestions should be revisited and examined. The original report and PowerPoint can be provided upon request.

Response: Please send the report that you speak of to the Office of Planning so that it may be reviewed.

The department does seek to utilize its patrol resources the best way possible and in doing so reduce response times for emergency calls. Expanding the types of calls that can be handled by the Alternative Response Unit would be a way to achieve this.

2. Calls-For-Service

What steps can be taken to reduce responding to repeat calls for service locations?

Response: There are several responses that may apply to this question. We should be aware that even when we try to categorize the calls by type, a call will occur that does not fit the category.

If the repeated calls for service are to those businesses that are sexually orientated or that sell alcohol, the city can file suit on these business under Chapter 125 of the Texas Civil Practice and Remedies Code as well as section 101.70 of the Texas Alcoholic Beverage Code under the "Texas Nuisance Abatement Statutes." The department must be able to prove the owner allowed illegal activity to occur at the location and failed to make reasonable attempts to stop it.

Another type of call may be related to "disputes" that are between neighbors, families, auto repair, landlord and tenant, consumer and merchant, homeowners associations, employment, personal injury and many more. Officers should be aware of the Harris County Dispute Resolution Center, located at 49 San Jacinto, Suite 220 Houston, TX 77002 phone 713-755-8274. If the calls for service are not criminal in nature, the officer may refer the calling parties for mediation in an effort to resolve the dispute.

If the calls are related to the reporting of criminal activity, then the officer needs to document this in an offense report. In some instance they may need to contact Harris County District Attorney's Office and determine if charges would be accepted, thus officers would need to make an arrest of the offender.

If the repeated calls are to an apartment complex, we have the Apartment Enforcement Unit that can look into the issue.

Other Suggestions, Different Sources:

We need to be more aggressive in educating citizens about police response to calls for service. Citizens believe the police should arrive immediately regardless of the nature of their request.

Response: We will and perhaps our Public Affairs Division can consider creating a YouTube video that would inform citizens what calls the police respond too and if the call is not of a police nature, where they might find solutions to their calls for service – such as what services 311 provides to the citizens.

Why aren't officers doing permit checks when they respond to calls from certain types of businesses?

Response: To the extent that officers are not checking permits at certain businesses may be due to a lack of awareness, education, and training. While Vice, DRT, Auto Dealers, and other specialized units receive constant and consistent education and training regarding the permit requirements of businesses they regulate, Patrol officers rarely receive such training. Additionally, sergeants may direct their officers' uncommitted time to check permits.

In addition, in the current climate officers are challenged in meeting normal requirements associated with the call for service loop. Consequently, absent a clear nexus to the nature of the call for service the officer may have greater priorities. Some officers, given uncommitted time, do in fact conduct permit checks of bars, game rooms, and similar places where there is a nexus to the calls for service.

Eliminate Private Property Crash Responses

Response: We cannot totally eliminate responding to private property accidents. Major accidents with injuries should be investigated, noting that a major accident can turn into a fatality.

Eliminate Marked Unit Response to Auto Theft Calls

Response: The Auto Theft Division will look at allowing the online or telephone reporting of Auto Theft Calls. The reporting has been previously allowed via telephone; however auto theft reports went up after implementation. It was believed the increase was due to the making of false reports, thus the practice was stopped.

What can be done to reduce the number of low priority calls thereby freeing up time for officers to focus on more serious matters?

Response: The Emergency Communications Division is going to look at 4 and 5 priority calls and determine better ways to manage them.

We should stop responding to calls in the city that should have been diverted to the appropriate County officials (non-law enforcement related calls).

Response: Emergency Communications Division will look at additional ECD training for call takers – further defining what calls require police response and if no police response is required, then the caller is directed to the appropriate responsible agency such as 311.

Why can't we stop running local alarms?

Response: The department derives the authority to regulate burglar, holdup and panic alarm systems from the Texas Local Government Code, Chapter 214, and the City of Houston Code of Ordinances, Chapter 11, Article. III. First and foremost, pursuant to General Order 600-31, holdup and panic alarms shall receive a police response regardless of permit status. Although employees need to refer to General Order 600-31 for additional information regarding responses to alarm systems, the General Order provides in part under Section 3, Procedures, that if an alarm location has been placed in a "do not respond" status and a burglar alarm call to that location is received, HEC call takers will clear the call as "cancelled." Also, it is important to note that the Texas Local Government Code Section Sec. 214.195, stipulates (in part): **(a) Except as provided in Subsection (d), a municipality may not terminate its law enforcement response to a residential permit holder because of excess false alarms if the false alarm fees are paid in full. (d) A municipality may revoke or refuse to renew the permit of an alarm system that has had eight or more false alarms during the preceding 12-month period.**

Call TxDOT to handle debris in the freeways.

Response: We presently do call TxDOT; however, it takes time for them to respond. Another way we can address the debris problem is to notify Mobility Response and have them address the issue.

3. Cultural Enhancement

All department personnel belong to the same team; we are a family. What steps are being taken to emphasize that employees are valued for their individual contributions and not on their job classification?

Response: Awards Programs to acknowledge classified and civilian employees occur three times a year in addition to the Police Week Awards Program sponsored by the Houston Police Foundation.

Chief McClelland also goes out to patrol stations and divisions to personally award individuals and groups for their outstanding achievements.

Additionally, the department submits the names of officers to be recognized by various national, governmental and local awards i.e. IACP, DOJ, Star of Texas, TCOLE, 100 Club, Exchange Club and many more.

HPOU also recognizes officers for their outstanding performances by awarding the “Officer of the Month” & “Investigator of the Month” to individuals and providing them a \$100 gift card.

4. City Storage Lot

Steps need to be taken to establish a city storage lot, which would help operationally as well as financially.

Response: The Houston Police Department has previously and aggressively investigated the option of a City storage lot. This issue must be approved by the Administration prior to becoming a viable option. At this point support does not exist outside of the Department to make this a viable option.

5. Convert Special Operations to Predominantly Bike Patrol

This option was presented to the Executive Command Staff several years ago, but to revisit the high points:

- For the cost of one patrol car (approximately \$35K), the department could outfit approximately 30 bikes
- The presentation described multiple ways bike patrol can be used and displayed superiority to patrol cars.
- The presentation disproved conventional wisdom that bikes are only good for parking lots, malls, and apartment complexes; indeed, many times response to CFS is quicker for a bike.

At the time of the presentation, the Special Operations Division had 94 patrol cars. Converting 80% of SO to bikes would save the department the purchase of about 75 patrol cars. For this example, 75 cars x \$35K results in a savings of over \$2.6 million gross (without considering fuel and maintenance costs.). Subtract about \$70 thousand for the purchase of 60 bikes and the department still recognizes a net savings of **\$2.5 million**. This

recommendation could be tailored to meet the needs of the Houston First Corp if partnered as suggested within the org chart suggestions.

Clearly there are times when riding bikes is not feasible. Therefore, plans should be developed in order to address these instances prior to occurrence.

Would it be possible to cross-train more patrol officers in accident investigations, DRT, gang investigations, warrant services, etc. If this were to happen, it would be possible for officers currently in those positions to return to patrol or move on to investigative divisions.

Response: The Special Operations Division is unique and versatile with regard to mission and units. The myriad of responsibilities that fall under the purview of SO require a fleet that is varied and versatile. A one size fits all approach to the fleet of the Special Operations Division would make it difficult to accomplish the mission. Bikes are an important and critical piece of that fleet; however, patrol vehicles, specialty vehicles, horses, *Segways*, trailers, command posts, etc. are equally important. The fleet of the Special Operations Division will continue to be a mixture of various vehicles allowing the Department to respond to the varied missions and tasks.

6. Court Disregard

Why can't a sergeant receive an email from an officer for court disregard as opposed to a phone contact?

Response: We can do this presently. If officers have access to the Internet they can sign into HPD mail and send notice. Most Smart Phones and iPads if connected to the Internet can be used to communicate via email.

7. Crash Response

Why can't we stop responding to crash incidents?

Response: See G.O. 600-09 for Crash Investigations. G.O. 600-09 instructs HEC call takers to refer calls to the station to make a report within 24 hours except for 9 exceptions.

- Someone was injured in the crash.
- A driver involved in the crash is or appears to be intoxicated.
- A driver involved in the crash does not have a driver license.
- A driver involved in the crash is unable to provide proof of financial responsibility.
- A vehicle involved in the crash is not mechanically able to be driven from the scene.
- Federal, state, county or City Property and/or vehicles are involved.
- A hit-and-run collision occurred.

- A school bus (public or private) is involved.
- The motor vehicle crash involved a bicyclist or pedestrian.

8. Decentralize K9, traffic enforcement, and the CIRT/CIT units

Response: At one time K9 units were decentralized and did report directly to patrol stations for assignment. Due to training needs, protocols, unity of command, it was determined that K9s should be centralized under Tactical Operations Division for the betterment of the Unit and the personnel. K9 officers attend roll call a minimum of three days per week at Tactical Operations Division to ensure that administrative and training issues are handled. Two days per week they report directly to their assigned areas throughout the city. At this time the Department does not have any plans to decentralize the K9 unit.

From a management perspective, looking back historically, we have learned some divisions are better managed from a central location especially if they have a specific function. The department is also better able to supervise the work product of these specialized divisions from a central location. Traffic Enforcement and CIRT/CIT Units are more effectively and efficiently managed from a central location.

9. Direct Resources to Core Services (HPD is Spread Too Thin)

I thought many of the ideas presented at the budget in-service this morning were good, but they were not of a scope big enough to impact the police budget and make a significant difference in savings, even if they improve the efficiency of the department/division where change is made. To do that and realize monetary savings without additional resources being allocated by the COH, I think the overall general pendulum in the department is going to need to swing back towards crime prevention duties and activities and away from the more social type programs or functions. The police department will have to become more selective in the services it provides just as the COH City Council is reportedly trying to do now in identifying their core services and focusing resources accordingly. I don't think this means rejecting POP or community policing but it will mean saying that the police can only do so much and cannot take care of everything just because they have in the past, are open 24hrs a day, or because someone needs to do it. HPD is spread too thin and has too many expectations placed on it. The budget shortfalls make it very clear that HPD cannot afford to continue growing in services beyond what law enforcement was established to provide.

Response: HPD is challenged to meet all of the expectations and demands placed on the agency, however the resources of the organization are directed toward provision of core services. The Chief of Police has identified the following core services to be performed by the department: respond to calls for service; conduct follow-up investigations; traffic enforcement; arrest individuals suspected of committing crime; maintenance and operation of jail; crime prevention; and Homeland Security. The department's resources (personnel and equipment) are primarily aligned to assist in accomplishing these primary objectives.

HPD, while designating what we consider to be core services, remains responsible for addressing quality of life and other citizen identified issues. We have enough resources to keep the city safe and address quality of life issues but with additional resources our response to these issues would improve.

Another Suggestion, Different Source:

Why can't we develop this procedure which would free officers up to address crime and disorder issues?

Response: Presently, more time for patrol officers is being provided via the implementation of patrol division Teleserve/PDU units. During times of heavy call volume we take offence reports over the phone, and assess the call to determine if it truly needs a police response.

10. Engage with Private Security Companies

Former cops are usually directors for this private service and their collective number of employees exceeds ours, an untapped resource that could be eyes and ears plus more for HPD.

Response: There are several type partnerships that exist with the members of the COH business community. One partnership exists through Homeland Security in which members work together to address the issues related to natural disasters and the threat of terrorism. Another type of partnership that exists is the "Keep Houston SAFE" program, a public safety campaign involving a collaborative partnership between citizens, businesses, and the Houston Police Department. The main focus on the campaign is crime prevention and the implementation of proactive enforcement efforts and measures aimed at reducing criminal incidents, rather than responding to them after they have occurred.

Examine how Community Mediation Centers can assist in resolving problems resulting in excessive calls to the police.

Response: Officers should be aware of the Harris County Dispute Resolution Center, located at 49 San Jacinto, Suite 220 Houston, TX 77002 phone 713-755-8274. If the calls for service are not criminal in nature, the officer may refer the calling parties for mediation in an effort to resolve the dispute.

Another Suggestion, Different Source:

Engage businesses that are affected by repeat CFS for unresolved crime.

Response: Businesses in the community which become the target of repeated criminal activity, usually work with the responsible investigative division, i.e. Burglary and Theft, Robbery, Homicide or Major Offenders by creating a partnership purposed to stop the

criminal activity. Then depending upon the nature of the criminal activity, outside agencies, such as the county, the state or the responsible federal agency may be called into assist.

11. Focus on “Demand Reduction” Efforts Instead of “Supply Reduction” Efforts (i.e., Vice)

Response: Prostitution is an age old crime and because of the values held by our society we will continue to address it. The department has historically approached addressing this crime by acting as a “John” or by the use of decoys purposed to attract the solicitor. Also both Auto Theft and Narcotics Divisions conduct operations to affect the demand side of the criminal activity related to their divisions with reversals and sting operations (Bait vehicles and Informant related “drug deals”).

12. Identify Waste

Consider initiating a study for the purpose of identifying inefficiencies and waste occurring within the HPD.

Response: Previously discussed under Budget – #5 Budget Efficiencies.

13. Increase Production in Investigations

There is room for increased productivity in Investigations. For example, when B&T set up the Squad System way back under (former Assistant Chief Tom) Koby, the rate of case assignment was 6 cases per investigator per 5 day work week. Right now, I am the only Lieutenant who still maintains that rate of assignment. Standardization of rate of assignments would pump out additional investigations with fewer suspended cases. This would increase productivity and the clearance rate at no additional cost. It will not save money, just get more done with the same money. It would increase public relations with our customers since more complainants will have their cases worked. I think that IFR can pick up the pace as well (I did work there for a couple of years in the beginning). I don't know about other investigative divisions, but I would suspect that there is some slack.

Response: Individual division commanders are responsible for managing and setting the standards for work load and productivity. Efforts are being made to review mandatory case assignment levels within each investigative division. It is also important that we produce sound investigation conclusions that can withstand court scrutiny as well as arresting the right offender.

14. Jail Operations

At what point will the HPD be out of the Jail business? Once that occurs, will consideration be given to using Jail transport vans to reduce the need for officers to transport prisoners to the new Jail location?

Response: The Joint Processing Center is currently projected to accept city prisoners in the August/September timeframe in 2017. At this time it is unknown if Jail transport vans will be available.

15. Municipal Courts

They need to increase their efficiencies.

Response: CSMART has been put in place and is purposed to achieve greater efficiencies out of the Municipal Courts.

16. Paperwork

What steps can be taken to reduce the amount of paperwork associated with an injury-on-duty report?

Response: Most of the paperwork associated with an injury of duty is state and/or city mandated. These forms cannot be reduced. Additionally, the initial employee's letter and supervisor (cover) letter is required to ascertain the facts of the incident.

17. Predictive Analytics and Intelligence-Led Policing

What are we doing with respect to incorporating these approaches into our way of conducting our business within the HPD?

Response: It is important to point out the differences between the two types of policing. The answer also requires an organization wide commitment to "data-driven, analysis" which includes a willingness to discard policing methods when the data indicates they are ineffective. Research on these policing techniques indicates Intelligence Led Policing (ILP) and Predictive Policing have one very distinct difference. ILP, while still a department wide approach, focuses on more tactical intelligence regarding crimes and criminals. An overly simple example is a case screener in an investigative unit filtering out cases with no leads and only assigning the solvable ones. ILP would also provide guidance to the department, allowing for the directing of our efforts to where they will be most effective, as opposed to where we simply think we should. Predictive policing is closely related, but has a more strategic element. It is a very data intensive concept focused more on statistical algorithms than specific items of criminal intelligence. Both need current, timely, and accurate information, they just approach its use in different ways.

In a very basic way, we have used these concepts for many years at the individual officer/team level. The level of management support has varied based on who was in charge, but the basic concepts were still there. This was simply officers using information they had available to them in order to make better crime fighting decisions. Something as simple as the old "Hot Sheets" were actually bits of intelligence officers could use to target

their efforts. In that officers combined the hot sheet with knowledge of where vehicles were often recovered, and then spent his time in that area, he had engaged in ILP. In essence he or she had also been somewhat predictive as well by anticipating the likelihood that a stolen vehicle might be recovered at a location with frequent recoveries.

The department formalized this process when it began doing Crime Analysis, and then went further into the ILP realm in 2008 when we created the Real-Time Crime Center. Additionally, the advent of the Crime Strategy Meetings was an indication of management support for the sharing of information, as well as best practices. On the data side though, that is where we still are today. Webfocus came online about that time and is still very much as it was then, with few changes. Technology has not stood still though, and there are promising new products out there to take us to the next stage. We have added some intelligence components recently with our new ALPR systems and access to data such as that in the NVLS/Learn system for LPR data and Geofeedia for social media. These are both indicators of how new technology can push us forward. Additionally, in the Crime Analysis Unit, we have started an investigative support group to provide intelligence information not only for the apprehension, but also the prosecution of those involved in organized criminal enterprises.

The big question now is what do we do in the future? Vendors have approached the department regarding data solutions that would augment or replace Webfocus and provided much more powerful analytical tools all the way down to the street officer level. Webfocus is getting old, as technology goes, and the problems getting our old systems to interface with the new RMS demonstrate that something needs to change. We now have the opportunity to bring our data gathering/processing capabilities up to date. This will allow for more ILP, and most modern analytical packages offer a predictive component. We even recently authorized the company PredPol to do a test using our data to see if their system is worthwhile. They have not produced any results yet, but there are many other solutions out there. We have yet to see evidence that there is a so called “magic bullet” program that can truly predict crime, but there are a lot of people trying to build one. Within the last year, we have even worked on our own semi-predictive crime mapping tools in house. We have simply taken it as far as our existing resources and personnel can.

One other big issue that needs to be addressed going forward is data sharing among law enforcement agencies. We have spent too many years each collecting and storing our own data, and being reluctant to share. This needs to change going forward, because criminals do not recognize lines on a map. The good news is we are in a good position to start improving our ILP and predictive abilities. First, the more information we have the better. Our office was recently approached by representatives from HCSO, and a number of the Harris County Constable agencies about entering into an agreement to allow each of us to see the others crime incident data. Currently, we only share closed cases through a regional server. They want to, and we should, share incident related data on all cases since closed case data has lost its timeliness and is not as useful as crime intel. Since we share concurrent jurisdiction with these other agencies, we should be able to see each other's data. Second, while it will cost money to fix, the RMS system has shined a spotlight on the

fact that our existing data analysis tools are aging and do not work well with each other. If we want to keep moving forward in a data-driven, intelligence led, or even predictive manner, it is time to start looking in earnest at new and comprehensive data analysis tools that will let it get timely, consistent and reliable data out to our people who can use it.

18. Prisoners

Why are we continuing to sit on prisoners at hospitals when other options are available to address this matter?

Response: When a person is arrested on a warrant, the agency making the arrest is responsible for the prisoner until they reach the custody of the county. Due to fact there is no jail ward at Ben Taub Hospital, the agency in possession of the arrested person must maintain custody until they are released from the hospital and custody is turned over to the county. We anticipate that this issue may go away with the creation of a unified jail.

19. Overtime

Reduce mandatory overtime in the Records Division by hiring additional personnel.

Response: Mandatory overtime was required due to staffing issues. At present we have already hired 8 clerks, thus ending the mandatory requirement.

20. Recruiting

My brother served in the Marine Corps for four years and obtained an honorable discharge. He served our country well, swearing allegiance to our Constitution. And he did all this as a legal immigrant to this country, not a citizen. I was a legal immigrant for many years, and I became a citizen on my own, as an adult. Yet, I believe that, had I applied to the Houston Police Department, I would have met all the requirements, except for citizenship. I was the same person before and after I became a US citizen.

Response: The laws that regulate this issue come under Texas Civil Service Law Chapter 143 requirements. In short it is the law that we must follow. Also you cannot be licensed as a Peace Officer in the State of Texas unless you are a U. S. Citizen.

There are several police departments that allow legal residents to apply, so long as they meet the requirements for citizenship and apply before or shortly after applying to the police department, such as LAPD. Our background investigation is as good or better as the process used for citizenship, and definitely more thorough. Houston is a diverse city, with many immigrants that are law abiding, contributing, and productive members of our community.

Immigration is the topic of the day in many circles. However, we can frame this as a win-win:

- a) We are not talking about undocumented immigrants. Only those that meet our criteria and the requirements for citizenship will be considered.
- b) We can tap into a new source of applicants. There are thousands of immigrants that may consider a career in law enforcement, but need to go through the citizenship process.
- c) A public relations and community policing benefit. I am certain this is an area that would appeal to representatives on both sides of the isle. More officers, more citizens, more diversity in law enforcement.

Response: The laws of other states may be different when it comes to citizenship requirements and becoming a peace officer of that state. We have to abide by Texas law.

The requirement to be a US citizen to join the police department is not an HPD policy. It is state law covered under Chapter 143 and TCOLE regulations and the Texas Administrative Code.

Sec. 143.023. ELIGIBILITY FOR BEGINNING POSITION. (a) A person may not take an entrance examination for a beginning position in the police department unless....

(e) An applicant may not be certified as eligible for a beginning position with a police department unless the applicant meets all legal requirements necessary to become eligible for future licensing by the Texas Commission on Law Enforcement.

Texas Administrative Code

RULE 217.1 Minimum Standards for Enrollment and Initial Licensure

(a) In order for an individual to enroll in any basic licensing course the provider must have on file documentation that the individual meets eligibility for licensure and:

(17) is a U.S. citizen.

21. Regional Dispatch

Has anyone considered developing a regional dispatch operation as a means of saving money and increasing effectiveness?

Response: It is conceivable that a county wide dispatch center could be created. At present this idea has not been discussed by staff at our department or between agencies.

22. Reserve force

Start with HPD Retirees! Then recruit retirees from other agencies. We don't have to get "weekend Joe" who has never been a cop. Many would do it just to keep their credentials. I'm sure you know some who are doing this for other agencies.

Response: Although state law and municipal ordinance enable the department to establish a police reserve force, there are issues with the 2015 Meet & Confer Agreement that would require further negotiation.

There are also liability issues with reserve police officers. The Department would be responsible for their hiring, training, supervision and discipline. These all present challenges and costs.

Thus, this is only a consideration and the department is taking no action for the creation of a reserve force.

Another Suggestion, Different Source:

I know Harris County has reserve deputies to supplement their force and help in staffing. I was thinking that possibly HPD could have a reserve program kind of like the Sheriff. This would help in some manpower issues, especially in divisions where they are behind on cases because there are not enough police officers. We could send current civilians to a night academy and when they become certified they would have to put in so many hours a month for free to keep their commission, also if there ever was a manpower shortage anywhere else they could be deployed there. I know it sounds out there but I feel this could benefit the department especially when you're adding manpower but not increasing the budget.

Response: Answered in previous question.

23. Robbery Investigations

What can be done to more effectively address robberies in which the suspect(s) is using masks?

Response: In cases where the suspect may be wearing a mask, thus reducing the potential to identify him/her, we as an agency need to seek other methods of solving these types of crimes. One method that is evolving is the use of "Touch DNA" to effect identification. The manager of the new forensic lab for the greater Houston area is aware of this type of analysis and looking into obtaining grant money to assist in solving these types of cases. Touch DNA could also be utilized in just about any type of crime where a suspect would leave behind traces of his DNA (e.g. Burglary and Theft, Auto Theft).

24. Seizures

What can be done to increase the proportion of funds coming back to the HPD from seizures when working with other agencies?

Response: The distributions of forfeited funds or property are set by the laws of the State of Texas and are found in Code of Criminal Procedure Chapter 59. Forfeiture of Contraband. They are divided as follows:

In cases in which a default judgment is rendered in favor of the state, the attorney representing the state shall enter into a local agreement with the department that allows the attorney representing the state either to:

- A. transfer forfeited property to the department to maintain, repair, use, and operate for official purposes in the manner provided by Subsection (b); or
- B. allocate proceeds from the sale of forfeited property described by Subsection (c), after the deduction of court costs as described by that subsection, in the following proportions:
 - 1) 40 percent to a special fund in the department to be used solely for law enforcement purposes;
 - 2) 30 percent to a special fund in the county treasury for the benefit of the office of the attorney representing the state, to be used by the attorney solely for the official purposes of the attorney's office; and
 - 3) 30 percent to the general revenue fund.

25. Solos

There are approximately 40 Solo officers assigned to Solos. The city pays each officer \$350.00 or so dollars a month for their motorcycles plus the cost of insurance and the use of city gasoline. I suggest that we cut the size of that division down to 10 officers for dignitary escorts and assign the others back to traffic division. Those officers can enforce traffic issues just as easily in a marked unit rain or shine. The city can save money and allocate more money to the Helicopter Division for additional fuel. They are needed more in backing the patrol ground units than the need for solos. Also those additional funds given to the solo officers counts towards their pensions. The city can save there also.

Response: Solo motorcycle officers have a useful purpose in providing police services to the citizens of the city. There are financial advantages and off-setting cost savings for Solo officers to provide and maintain their own motorcycles. The maintenance and repair for those vehicles is not a burden to fleet, nor does the department have to purchase or replace the motorcycles.

26. Subcontract Some Services

This suggestion requires us to develop a business model whereby the HPD is responsible for providing certain services; but the actual provision of those services is done by a third party. What types of services would work under this model?

Other Suggestions, Different Sources:

Outsource Neighborhood Patrols, similar to the “Contract Deputy” program run by Harris County law enforcement entities.

Privatize Minor Crash Reporting

Response: At present we will be mindful of this choice as means of providing police services, however at this particular point in time we have no plans for outsourcing.

27. Tickets

We ought to be able to write tickets for certain Class B misdemeanor offenses.

We should cite and release shop lifters.

Response: Art. 14.06 (c), Code of Criminal Procedure, allows a peace officer to issue citations rather than arresting persons charged with certain Class B or A misdemeanors under certain circumstances. The offenses include Class B criminal mischief, Class B Graffiti, Class B Theft, Class B Theft of Service, Class B and A Possession of Marijuana, and Driving While License Invalid.

In order issue a citation for the above offenses, the district attorney’s offices must agree to the process. HPD does not currently have an agreement in place. This issue will be explored further to determine if it is feasible. It should also be noted that the Code of Criminal Procedures places numerous restrictions on this process.

28. “Wanted Flyers”

We should use this tactic to allow citizen to assist in identifying suspects wanted for certain types of crimes (i.e., homicides).

Response: We already have critical reach flyers, crime stoppers notices, and we put out wanted persons on Facebook

29. Warrant Runs

What rationale is used to determine how often warrants are run. Is there any value to using a 30 – 60 – 90 day schedule?

Response: The Texas Code of Criminal Procedures Chapter 15 details the requirements on peace officers in regard to the execution of arrest warrants. There is no mandated time schedule on when the warrant should be run and or how frequently the warrant should be run. It is believed that the 30-60-90 day schedule may be a divisional policy. We must keep in mind that when warrants are filed it then becomes the duty and obligation of law enforcement to find and arrest the person named in the warrant.

30. Work Week

Has management made a sufficient determination as to where the use of “4-day” work weeks would be beneficial to an operation?

Response: There is no overall department plan regarding a 4-day work week. Division captains in association with their respective chain of command are expected to assess shift schedules and deploy personnel to efficiently provide quality services to their customers.

Organizational Structure Related Issues

1. Consolidation

Engage County, Security and other neighboring jurisdictions in consolidation of systems such as dispatch, records, and task forces.

Other Suggestions, Different Sources:

Create a County Metropolitan Police Department instead of these small agencies that have overlapping jurisdictions

Combine the HPD with Metro Police

Combine HPD with the Harris County Sheriff's Office

Response: All of the above suggestions are about consolidation of agencies in an effort to better serve the citizens. At present there are no discussions between HPD staff members on a consolidated county agency, as well as there is no discussion between county leaders, or other agencies. The suggestion to combine HPD with Metro Police has been previously discussed and it has been determined it is no longer a viable option worth pursuing.

2. Organizational Reconfiguration

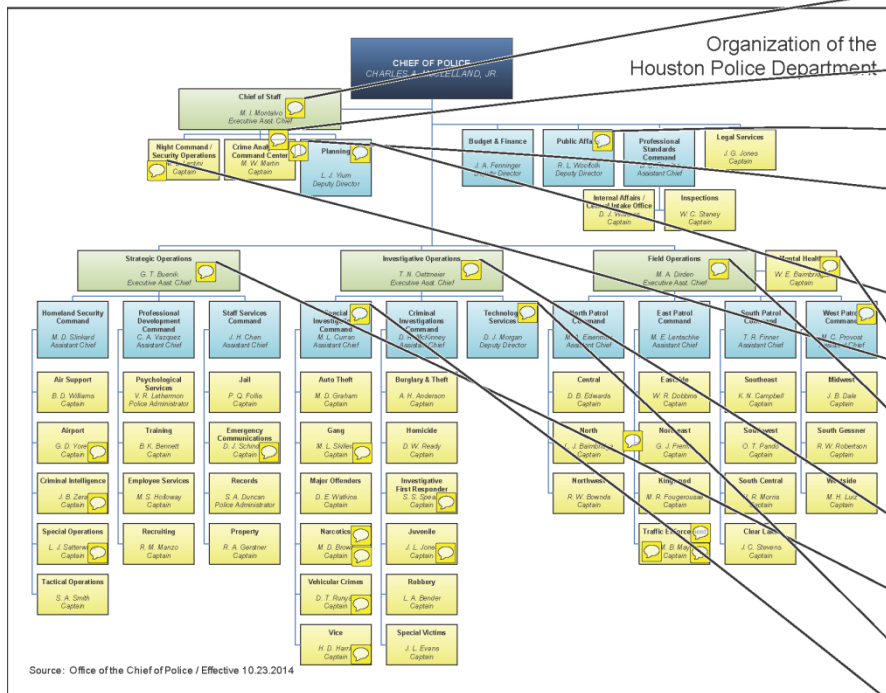
Please review the following 3 pages for suggestions.

Org Chart Restructuring Complementary Actions

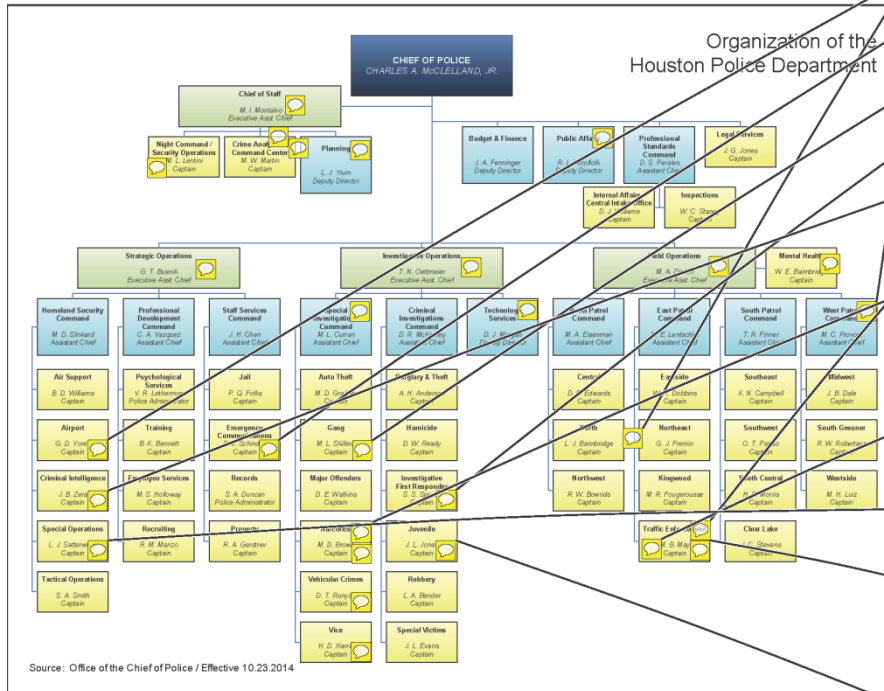
(All of this process is through attrition and utilizes grandfather clauses)

Summary of Comments on Modified Dept Org Chart.pdf

Page: 1

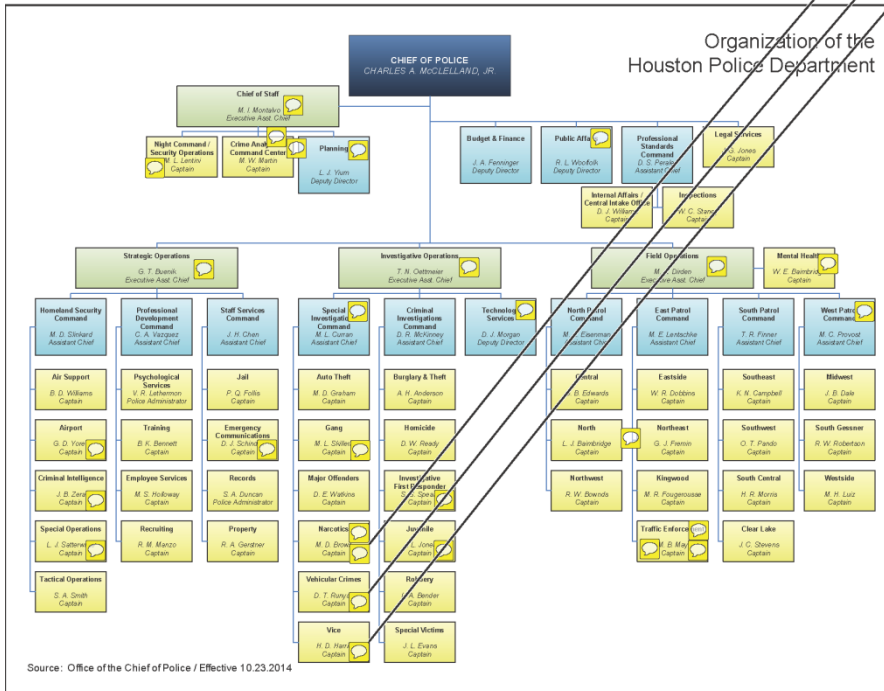


- Author: Subject: Sticky Note Date: 2/3/2015 12:51:29 PM
 Replace EAC position with captain position. This position could supervise the below units as well as the remainder of COP staff. Ratios between supervisors and subordinates are in line with the rest of the department.
- Author: Subject: Sticky Note Date: 1/21/2015 10:17:20 AM
 Move and combine with Planning, re-creating the Crime Analysis/Planning and Research Division. Move new division to Staff Services Command.
- Author: Subject: Sticky Note Date: 1/21/2015 10:36:08 AM
 Eliminate deputy director position and move. Use the current 2 lieutenant positions as unit supervisors and move below Chief of Staff.
- Author: Subject: Sticky Note Date: 1/21/2015 10:12:05 AM
 Move to dispatch and combine functions with Watch Command. This eliminates the "middle man" between those doing the work and those who need information. Additionally, most information does or should flow through the department's communications hub.
- Author: Subject: Sticky Note Date: 1/21/2015 10:36:03 AM
 Re-combine with Crime Analysis and move to Staff Services Command. Eliminate deputy director position and replace with captain.
- Author: Subject: Sticky Note Date: 1/21/2015 10:07:24 AM
 Replace with two lieutenants.
- Author: Subject: Sticky Note Date: 1/21/2015 10:19:54 AM
 Change back to a unit a place within SO.
- Author: Subject: Sticky Note Date: 1/21/2015 10:23:55 AM
 Eliminate EAC rank and redistribute staff as needed throughout the department. Re-classify civilian positions to those jobs where they are most needed through attrition.
- Author: Subject: Sticky Note Date: 1/21/2015 10:23:15 AM
 Eliminate EAC rank and redistribute staff as needed throughout the department. Re-classify civilian positions to those jobs where they are most needed through attrition.
- Author: Subject: Sticky Note Date: 1/21/2015 10:23:45 AM
 Eliminate EAC rank and redistribute staff as needed throughout the department. Re-classify civilian positions to those jobs where they are most needed through attrition.
- Author: Subject: Sticky Note Date: 1/21/2015 10:33:33 AM
 Move to COP as a direct report.
- Author: Subject: Sticky Note Date: 1/21/2015 10:33:30 AM
 Eliminate the AC position.



- Author: Subject: Sticky Note Date: 1/21/2015 11:07:48 AM
Eliminate AC position and distribute patrol division between remaining patrol commands. In adding one new patrol division, each patrol command office supervises 5 patrol divisions.
- Author: Subject: Sticky Note Date: 1/21/2015 11:06:46 AM
Divide one of these Command Center functions to Watch Command. Consider the need to add personnel; can be supervised by current ECD shift lieutenants.
- Author: Subject: Sticky Note Date: 1/21/2015 10:29:56 AM
Split into two: Hobby and IAH, creating a new captain position.
- Author: Subject: Sticky Note Date: 1/21/2015 10:31:25 AM
Add current Command Center functions to Watch Command. Consider the need to add personnel; can be supervised by current ECD shift lieutenants.
- Author: Subject: Sticky Note Date: 1/21/2015 10:35:09 AM
Eliminate captain position and convert division to unit; move to CID.
- Author: Subject: Sticky Note Date: 1/21/2015 10:48:26 AM
Add IFR units to their respective patrol divisions. This increases ability of patrol captains to impact their areas as well as increases the level of supervision and accountability for all concerned.
- Author: Subject: Sticky Note Date: 1/21/2015 10:35:24 AM
Add Gang Unit.
- Author: Subject: Sticky Note Date: 1/21/2015 10:56:36 AM
Add Vehicular Crimes Division and modify into the necessary units.
- Author: Subject: Sticky Note Date: 1/21/2015 10:37:53 AM
Reduce size of division by keeping only those with task force assignments which generate revenue. By their own admission in several IST classes over the years, we are stopping only a percent of illegal narcotics activities. Maintain task force representation along with those in undercover and upper level assignments. Shift street level enforcement to patrol. Perform cost benefit analysis to determine the size at which staffing is to remain; include amount of money that could be seized by increasing participation in task forces.
- Author: Subject: Sticky Note Date: 1/26/2015 10:01:49 AM
Decentralize traffic enforcement functions such as radar enforcement and accident units to the respective patrol divisions. This gives patrol captains more latitude to respond to community needs as well as provides more department accountability.
- Author: Subject: Sticky Note Date: 1/21/2015 10:35:49 AM
Add Mental Health Unit supervised by a lieutenant. Negotiate with Houston First Corp. to become a supplemental funding source as they operate numerous facilities within SOs area. Consider assigning officers to work these facilities on a routine basis as is done at city hall and numerous GRB events.
- Author: Subject: Sticky Note Date: 1/21/2015 10:42:10 AM
Eliminate motorcycle stipend and distribute solos to patrol stations, thereby increasing their responsibilities and accountability. They can now run CFS as well as work freeway or TXDot accidents in their areas. As the city operates FMD, they can perform all maintenance just as the do on all other department vehicles.
- Author: Subject: Sticky Note Date: 1/26/2015 1:16:29 PM
Move investigative responsibilities to the appropriate concerned division; negotiate direct booking of juveniles to either Chimney Rock or W. Dallas. Maintain small unit at W. Dallas for fingerprinting. Eliminate captain position.

- Author: Subject: Sticky Note Date: 1/21/2015 10:38:25 AM
 Move captain position to Chief of Staff; merge remainder of Narcotics Division with Vice
- Author: Subject: Sticky Note Date: 1/21/2015 10:44:48 AM
 Move division to Traffic Enforcement, recreating the old Accident Division. Eliminate captain position.
- Author: Subject: Sticky Note Date: 1/21/2015 10:45:45 AM
 Add remaining Narcotics Division and rename to unit.



The following material is an attempt to further justify these proposed changes (associated with the organization chart):

- **Contraction**

As can be seen, this reorganization proposal eliminates 4 executive assistant chief positions, 2 assistant chief positions, 8 captain positions, and 2 deputy director positions. As 4 new captain positions are created, the department experiences a net loss of 4 captain positions.

- **Subordinate: Supervisor Ratio**

This re-org attempts to establish consistent ratios of subordinate to supervisor throughout the ranks. For example, if the ratio between officers and sergeants is in the range of 5-8:1 (and this is about the span of control acceptable for any one supervisor) it should follow that each ascending rank should have the same subordinate to supervisor ratio. In the proposal, each Assistant Chief has 5-8 direct reports, with the exception of Professional Development Command. Additionally, the captain representing the Chief of Staff position also has the same ratio with lieutenants. The only ratio out of alignment is that of direct reports to COP.

- **Upward Mobility**

The following proposal is an attempt to ensure upward mobility with the elimination of identified management positions.

- A. Establish a mandatory retirement policy of 60 years of age or 35 years of service, whichever comes first. For reference, the federal guidelines are as follows:

Mandatory retirement age. As provided by 5 U.S.C. 8335 and 8425, incumbents of positions approved for LEO coverage under the Civil Service Retirement System or the Federal Employees Retirement System who are otherwise eligible for immediate LEO retirement shall be separated from the service on the last day of the month in which the LEO becomes 57 years of age or completes 20 years of LEO service if then over that age. Each LEO must be given a written notice of his or her mandatory retirement date at least 60 days in advance of the date of separation. Action to separate the employee is not effective without the consent of the employee, until the last day of the month in which the 60-day notice expires. (<http://www.justice.gov/jmd/hr-order-doj12001-part-1-employment-1>)

- B. Establish a term limit of 8 years as an Assistance Chief, with terms commencing and ending in different years in order to avoid complete turnover at any one time. This policy, coupled with the above retirement guideline, will ensure upward mobility throughout the ranks.

Together, these steps provide for continuous movement as well as, at least theoretically, newness of thought at the command level. As the maximum term of service is 8 years, it can be reasonably assumed that appointments to AC level will come from seasoned, experienced, and tenured captains, as they surely will retire from the department upon completion of their terms. It also ensures accountability, as they would not want to be demoted just before retirement. Eight years provides ample opportunity in which to draw upon their knowledge and experiences in order to implement departmental changes.

- **Additional Potential Benefits:**

- A. Replacing one AC every year due to the term limit, and using the re-structured org chart, creates a management “trickle down”, adding a new captain, lieutenant, and sergeant annually. This process, coupled with the addition of mandatory retirement, has the potential (even with fewer management positions) to create more opportunities for promotion.
- B. Mandatory retirement provides the department with tools in which it can more accurately create long-range plans including, but not limited to, budget and staffing projections.
- C. Adds urgency to recruiting and establishes baselines for academy classes.
- D. Replaces expensive senior employees with less expensive “rookies”.
- E. Continual turnover provides opportunities for departmental cultural change.

Response: The organizational structure of the department is constantly evaluated for purpose and its goals. These evaluations occur as the department seeks to meet the demands made upon the organization by the community and by the occurrence of crime.

Other Suggestions, Different Sources:

Review Organizational Structure

Based on Departmental priorities, have division commanders with input from lieutenants and sergeant seek to identify and modify inefficiencies through change, consolidate job task, and eliminate redundancy. The way to do this would be to inform each division commander that a reduction of 15 % of their current manpower/staffing levels is required. This would encourage divisional structure modification and multi-tasking.

Response: See response just above.

Transfer Community Affairs Responsibility

Transfer greater responsibility from community affairs officers to the neighborhood level. Increase interaction/education with the community on the neighborhood level. Community relations personnel should be utilizing available technology (e.g., “next-door,” neighborhood meetings / message boards) to communicate neighborhood crime trends and prevention methods rather than relying on one person in the department to relay information city-wide on citywide crime trends. Put a personal face on a neighborhood police officer rather than centralizing all major crime prevention and education in one division.

Response: DRT and PIP both work closely with communities and businesses in their patrol area by initiating crime prevention initiatives and helping to reduce crime trends.

HPD has been using the Nextdoor.com technology, and we are connected and posting information on the site and have been for the past two years through Public Affairs and most recently several liaisons began contributing to the site from Southwest, Northwest, Kingwood and Midwest Patrol Stations.

Eliminate Uniform Supply

Response: There are some aspects of this suggestion that have merit. The department has looked into how other departments manage their distribution of uniforms and equipment. The department is open to other options if they are deemed to improve uniform distribution and reduce costs.

Eliminate or reduce the number of storefronts.

Response: An important component of policing is to not only stop crime but to reduce the fear of crime. Members of the community should not only be safe, they should feel safe. Community policing was introduced to us in the 1970s and research subsequent to their introduction revealed members of the community felt safer when the police were present. The storefront offers the close presence of the police officer to the members of the community they serve; it has increased police-citizen contacts, offered more personalized policing, more opportunities for community input, more information sharing between police and the public, and police-community partnerships that had not existed previously. Thus, storefronts are purposed to help reduce the fear of crime, an aspect that may not be visible if we are just service orientated and only address the occurrence of crime.

Eliminate Mounted Patrol

Would it be feasible to eliminate mounted patrol? I believe many of the bike officers could work the same areas as does the mounted patrol. This would eliminate costs for feed (hay), stables, vet bills, etc.

Response: It would not be wise to eliminate Mounted Patrol. The Mounted Patrol Unit is highly trained on how to assist with crowd control and volatile situations regarding public assemblies and potential civil unrest. Mounted offers support to officers dealing with crowd control that can't be matched by an officer on a bicycle. On numerous occasions the Mounted Patrol Unit and their assistance in dealing with crowds have protected officers from injury, prevented the blockage of major freeways and streets and offer protection to our officers that can't be matched by a bicycle. Houston is a Tier 1 City that regularly host major events that bring national and international attention to the City and our Department. Mounted plays an integral role in assisting with those events and also plays a vital role in policing the downtown central business district. Moreover, from a financial standpoint, in recent years through the Mounted Patrol Sponsorship program, most of the cost of our Mounted Patrol Unit has been covered through private partnerships with horse sponsors.

Helicopter Operation

Initially, I thought of possibly eliminating FOX altogether, but I believe they are an invaluable asset to patrol. **Would it be possible to have half of FOX reassigned to IAH?** If possible, the helicopters assigned to IAH could handle all of the stations north of I-10. I believe this would save on fuel and response times to the northern stations. Hopefully cutting down response times by FOX would assist patrol in apprehending suspects in a safer manner, and would reduce patrol's time in vehicle and foot pursuits. Ending these foot and vehicle pursuits could save lives and lessen the likelihood of on-duty injuries to officers. If not at IAH, could helipads be built at the sub-station(s) and mechanics be assigned to the sub-station(s) where the helicopter would be assigned? North Division has a small helipad in place.

Response: It is not possible at this time to move a FOX unit to or near the IAH location. The federal regulations on the airspace surrounding IAH and the north side of the city near IAH would make it operationally difficult for FOX to get necessary clearance. They would often be grounded due to the air space restrictions. Moreover, additional mechanics, parts and facilities could be needed. Future plans for a Criminal Justice Complex to include a Police Headquarters have included additional helipads so that in the future if a new complex exists, the Department can stage some FOX units in the center of the city geographically instead of always having to depart from Hobby.

Microfilm Unit

Move from Employee Services Division to the Records Division

Response: Due to the very low volume of work within the microfilm unit, the Senior Image Tech and both Image Techs were given new **primary** job duties and now only occasionally do microfilm related duties. As a result, a job audit was conducted and all three former Image Techs were reclassified to match their new job tasks within Recruiting and/or ESD. When we (HPD) split Recruiting away from ESD, one Senior Image Tech (now a File Clerk) was assigned to the Recruiting Division and two Image Techs (now Records Techs) were left in ESD.

When ESD and Recruiting became separate Divisions, both divisions were forced to streamline functions and require their remaining personnel to multi-task in order to maximize efficiencies. Today, these three former Image Techs perform vital job functions within ESD and Recruiting that have nothing to do with microfilm.

Organizational Change

On a side note, ELIMINATING divisions is a very bad idea and would be a HUGE step back in the great department that HPD has become in the past 20 years. Move forward, not back!

Is there any way 1st floor operations can be better dispersed throughout the building?

Response: The department must also provide a place where citizens may conduct business with members of the department. The department also needs to provide a safe work environment for the employees working at 1200 Travis. Thus, the first floor serves to provide access to a sterile safe work environment for its employees, a place for community relations to occur (The Houston Police Museum), a place for the media to obtain information and a place to provide service to the public for police related matters such as easy access to official police records.

Reassign Fleet Back to the HPD

Response: At this time the COH has decided that having one central fleet service is best to serve the city.

3. Executive Leadership

Of course my pet peeve is the lack of leadership from the top as perceived by the troops on the bottom. When I went through the FBI NA interview 8 years ago, then A/C McClelland asked me what I thought the biggest problem was with the department and my reply was the fact that “y’all won’t make a decision, I have an officer out there that has a gun screwed

in someone's ear and he needs to have an answer so y'all form a committee. Make a decision based on what you know and use your best judgment but make a decision. The bottom doesn't see leadership from the top". Here is it 8 years later and nothing has changed. A lot of new requirements to cover the department but what is seen on the bottom is just more restrictions, decisions made for PC purposes, and no true support for the actions officers take when dealing with fluid situations on the street. With the current atmosphere of "hands up, don't shoot" I can see more officers are becoming fearful to take actions necessary to deal with a scene and the corresponding kick-back of accusations of wrong doing on their part when in fact, they have done nothing wrong. Compound it with the apparent "open season" on shooting at officers at any time or place. Officers are going to get hurt over this.

Response: Executive Command Staff members continue to attend leadership courses and training. Some of those course include FBI National Academy, Senior Management Institute for Police, Major City Chief's Conferences, International Association of Police Chiefs, Texas Major Cities Police Chiefs Leadership Conference Series, Command Staff Training, and FEMA related leadership courses.

Decisions are not made in a vacuum just to place onerous restrictions on the rank and file. The Executive Command Staff takes two issues with regards to the members of this department very seriously. #1) Over and above all other issues, their safety is priority. #2) The Executive Command Staff must ensure that officers are not put in a position to face civil and/or criminal liability for the actions they do or do not take.

The political and legal environment in which law enforcement operates is constantly changing and evolving. The leaders in every department must respond to those changes appropriately or place their department and the members of their department in peril.

All major committees in HPD consist of classified employees from every rank and also civilian employees. If you are not on a committee and would like to be, please contact the committee chair to express you interest. **HPD Circular 15-0206-027 Executive Staff Committee Assignments** lists the committees and the chairs of those committees.

Policy Related Issues

1. City Holidays

Take them away from employees.

Response: City holidays are provided to the employees of the city through a city ordinance.

2. Court Attendance Discipline

No discipline for missing court one time.

Response: We already have progressive discipline – each issue of missing court is addressed on a case by case basis.

Another Suggestion, Different Source:

Remove penalty for no show to court.

Response: In order to prosecute those alleged to have violated the law, an officer must appear as a witness for the state and present evidence of the violation, in order to secure a penalty for that violation. Penalties are purposed hopefully to prevent future violations. Thus steps must be taken to insure (through penalty) its members will appear to address those offenders that violate the laws of the city and state. Court is a part of the duties of the officer – goes without saying.

3. Decentralize Prisoner Holding

Currently the only place in the city for first responding officers to hold prisoners is central jail for males or southeast for females. This can be a 25 mile to 35 mile drive for first responding officers, often times during rush hour traffic. This takes a first responding patrol officer out of the calls for service loop for up to 4 to 6 hours.

Decentralizing the holding areas for all prisoners could be a quick and rather simple fix to this issue. Each substation currently has some sort of holding facility for class c prisoners. Expanding this to hold both female and male prisoners can be as simple as partition walls within the facilities. The desk officer will act as an administrator for holding the prisoners. This would be no different than what many divisions with excessive county arrest already practice. It is not uncommon for Willowbrook units working around the mall to collect two to three female shoplifting arrests. They then task one of the officers to transport all the prisoners to southeast while the other officers stay in the beat to complete their reports and charges. This allows them to be available for other calls that may drop. The only

difference is that the prisoners are being held at a station jail waiting for a designated officer to transport rather than a patrol car.

One officer, per station, per shift, would be assigned to transport the prisoners to their required centralized locations. This will require each station to add one additional officer to the minimum staffing requirement. The duties of this officer would have to be exclusively dedicated to this task and the property task detailed below.

This allows the first responding patrol officers to stay within their assigned patrol areas, even if they are continuing to work on the case report or charges. If the first responder is in the area, he or she can always provide back up to their fellow officers and then come back to the report and charges. The object of this purposed policy is to diminish the time first responding officers are out of their assigned geographical areas.

It is also worth noting that this plan could seamlessly integrate with the projected Harris County Central Jail Facility. Should that plan come to fruition then each substation would maintain a supply of the Harris County Personal Property Forms and bags. The AFIS would be provided by the substation and the charges could be sent and returned by the first responding officer while never leaving the proximity of their assigned geographical location. This will allow the designated transport officer to have all items ready for Harris County Jailers upon arrival, so it becomes a “drop and go” process.

Response: The suggestion proposes that prisoners be held at the station in the lock up and one officer transports all the prisoners at once at some point and to place female prisoners in the station lock-up facilities.

Due to PREA (Prisoner Rape Elimination Act) regulations, females cannot be housed in station lock-up facilities.

The current policy only allows Class “C” prisoners to be booked at the station lock-ups. However, there are no restrictions that prevent certain misdemeanor crimes such as shoplifters, assaults, and DWLS prisoners from being booked at station lock-up facilities as long as they have no medical issues. However, the numbers of arrest have decreased significantly; for example, the total arrest of all prisoners in 1995 was 165,000 compared to 75,000 in 2014. Same with Class “C” arrest; in 1995 there were 100,000 prisoners vs 17,000 in 2014. Based on this information, it would not be efficient to designate any patrol personnel to exclusively transporting prisoners due to manpower shortages in patrol. Once the arrest numbers and actual strength in patrol increases, this issue can be re-visited preferably as a pilot project prior to going department wide. Therefore, the system that is in place requiring each station to transport their prisoners should remain.

4. Discipline

Without revealing an officer's name; is there value of publicly disclosing information about the nature of policy violations and accompanying punishment?

Response: There is nothing that would prevent the department from publishing a list of policy violations and the accompanying punishment, but it would be prudent to wait until all appeals are finalized. The downside is that discipline is handed down based on specific facts of the incident and the officer's previous discipline and work history. Without further explanation, just posting a list with no explanation as to why a particular amount of or type of discipline was handed out may not be all that enlightening.

5. DWI Procedures for First Responders

First Responders are the Officers and Firefighters who are dispatched to respond to immediate emergency situations. Their presence is needed in a timely manner and the situations often times prove to be dangerous and critical. The following streamlined proposals are meant to keep the First Responding Officers available for these critical situations as much as possible. They are meant to limit the times that officers face these uncertain and dangerous situations alone. First Responders should be reserved for responding to calls as "First Responders".

First Responding Officer's acquire DWI cases through citizen's following, traffic stops, and other calls for service or on view incidents. The First Responding Officer's goal is to arrest the suspect, transport them to central intox and get back into the calls for service loop. Currently the First Responding Officer is responsible for processing the full DWI case including on scene investigation, completing the original offense report, video processing of SFST's and PBT's at the central intox facility, completing the DCI forms, scanning the DCI forms back into the original offense report, completing DA Charges, filling for warrants if needed, obtaining judges signature on those warrants, completing accident reports if needed, delivery of noted paperwork to VCD, and then transporting the suspect to the respective jail facility. This current process takes the first responder out of their assigned patrol area for up to 6 to 8 hours. This leaves the other officers in the beat at risk. In response to this fact, first responders are less likely to arrest for DWI, not because they are unmotivated as much as they are concerned for their fellow officers.

First Responders need to be "First Responders" not DWI processors. It is reasonable for the first responder to conduct their on-scene investigations, determine the suspect is impaired and then transport the suspect to the central intox facility. Once at the facility the first responder could then release the suspect to the custody of the central intox personnel and immediately complete their original offense report. This report would detail what they observed, the results of any on scene SFST, actions of the suspect, and detail who the first responding officer released the suspect to at the Central Intox Facility. Once the original offense report, and original accident report if applicable, is complete the first responder

could go back in service in their assigned patrol areas providing relief for their fellow officers.

In the case of accidents, the officer will call the central intox facility personnel to obtain the suspect's BAC to put into the crash report. Currently the officer's crash report is accessible by VCD personnel, eliminating the first responder from having to print and personally deliver the report. VCD personnel will have to print the accident report to add to the DWI Packet delivered to them by the central intox personnel.

The central intox personnel, made up of civilians and DWI task force officers, will receive the suspect from the first responder. They will then complete the video SFST and PBT process. They could complete the DCI forms and DA charges based on the first responder's original offense report. The central intox will then print the completed DCI forms and scan them back into the original report. They would then complete a supplemental report detailing their actions in this case. That supplement would have to include who they received the suspect from, the central intox operator's observations and the actions of the suspect at the facility. The central intox operator would then transport the suspect to the appropriate jail, walk to central jail if male, and hold for a group transport to southeast for female suspects. The central intox operator could then provide VCD with all the necessary paper work regarding the case.

Warrants would make an exception to this procedure. If the arrest occurred during a time in which the DA's office has assigned ADA's at central intox, the warrants can be secured by the central intox personnel without the help of the first responding officer. The central intox processors can use the details from the first responding officer's offense report to complete the PC. This will be legal since the first responding officer is considered a creditable witness. The central intox processors would then get the warrant signed by the magistrate and execute the warrant at central intox.

In situations where ADA's are not assigned, the first responder will have no choice but to complete the warrant while the suspect is being held at the central intox facility. Once the first responder has the warrant secured from the DA's office he or she can return the warrant to the central intox facility for processing. The first responder would not need to participate in the execution of the warrant as long as a certified phlebotomist was on duty. In this case all DWI task force officers would have to be trained and certified in taking blood samples. If a certified phlebotomist is not available the first responder will then have to take the suspect from the central intox facility to an approved hospital to execute the warrant and then return the suspect to the central intox facility. Even in this case, the time would be cut in half for the first responder as he or she would not need to complete the DCI forms or process the SFST's or PBTs as this would have already been completed by the central intox personnel as the first responder was obtaining the warrant from the DA's office.

In short, the DWI task force officers and the civilian central intox personnel would complete all administrative tasks rather than the first responding patrol officer. This process currently

takes place on a hit or miss basis. DWI task force officers will often times take DWI cases from patrol officers. In most of these cases they meet the patrol officers at the central intox facility. The only differences in this suggested policy is that one, the patrol officer completes their own original offense report, and two, it is consistent rather than by chance.

I am not fully aware of the projected Harris County Central Jail Facility's central intox procedures to discuss how this process may be utilized at that point; however I am certain that the processes would be similar and the additional Harris County personnel may make this proposal even more feasible.

Response: DWI enforcement is the responsibility of all officers – not just the DWI Task Force. The DWI Task Force was designed to provide supplemental support to patrol officers in the enforcement of DWI offenses to prevent and reduce the number of DWI related accidents and fatalities. Officers assigned to the DWI Task Force receive specialized training to not only assess and evaluate suspected DWI drivers, but are also considered expert witnesses for the purpose of courtroom testimony in the administration of DWI related field sobriety tests, DWI fatality crashes and intoxilyzer operations. This level of expertise is extremely critical to successful conviction rates. Eliminating the prevention and enforcement role of the DWI Task Force would create a singular reliance on patrol officers to pro-actively patrol for drunk drivers and handle all investigative responses related to DWI offenses, including DWI accidents, hospital follow-ups and fatalities. In turn, this would reduce calls-for-service availability of the patrol officer and impact the focus on preventing and reducing the number of DWI related accidents and fatalities in the city.

6. Education Waiver

Eliminate the 60 hour education criteria for admission into the HPD.

Response: The 60 hour requirement is not HPD policy. It is state law. Houston area lawmakers have indicated that they are recalcitrant to remove HPD's hiring requirements.

Sec. 143.105. ELIGIBILITY FOR BEGINNING POSITION IN POLICE DEPARTMENT. In addition to meeting the eligibility requirements prescribed by Section 143.023, to be certified as eligible for a beginning position with a police department, a person must be at least 21 years of age at the end of the probationary period and have:

- (2) earned at least 60 hours' credit in any area of study at an accredited college or university, of which not more than 12 hours' credit may be earned for training at the police officer training academy operated or sponsored by the municipality

Currently applicants for the department are allowed to apply with 48 hours of college with a 2.0 or better GPA. They are given 12 hours of college credit for completion of the Recruitment Training Program.

The Wickersham Commission and President's Commission on Law Enforcement and Administration of Justice recommended that higher education is a means to better professional policing. Research studies show police officers who have earned a college degree demonstrate better overall job performance and have greater advancement opportunities than their colleagues without a college degree.

Research conducted by Jason Rydberg and Dr. William Terrill from Michigan State University provides evidence that having a college degree significantly reduces the likelihood that officers will use force as their first option to gain compliance. The study also discovered evidence of educated officers demonstrating greater levels of creativity and problem-solving skills. While none of the studies indicated education as a replacement for street experience, they did show that educated officers are likely to make better decisions when dealing with confrontations.

The studies do indicate there are personal benefits for officers who have a higher education. They are:

- Better behavioral and performance characteristics
- Better skilled with independent decision-making and problem-solving
- Better skilled at articulating their thoughts
- Greater aptitude for innovative thinking
- Improved adaptability
- Fewer on-the-job injuries and assaults
- More proficient in technology
- Enhanced grant writing abilities
- Improved budget and management abilities
- Fewer departmental disciplinary actions and internal investigations
- Less likely to be involved in unethical behavior
- Less likely to use force as the first response
- Enhanced report writing skills
- Displays maturity for age
- Better at discovering extra resources
- Demonstrated enhanced department responsibilities
- Less use of sick time (work ethic and seeing the big picture)
- Greater acceptance of minorities (diversity and cultural awareness)
- Decrease in dogmatism, authoritarianism, rigidity and conservatism

- Improved communication skills (oral and written)
- Fewer formal citizen complaints
- Promotion of higher aspirations
- Better adapted to accepting critical feedback on job performance
- Enhancement of minority recruitment efforts
- Intellectual personal growth
- Better adapted to retirement and second-career opportunities

Source: Bond, M., 2004. "How Education Impacts Police Performance." Inpublicsafety.com

7. Employee Crashes

Officer XXXXXXX suggested officers receive an incentive for remaining accident free. Her suggestion was 8 hours of AOT each year they did not have an accident.

I spoke with XXXXXX at the CRB meeting and explained Officer XXXX's suggestion. She felt that the department could not afford that in terms of number of days off that would cost. After some discussion we agreed that it could be handled like the incentive for completing the PFT test in that officers assigned to a patrol function and operating a marked unit (those who spend the majority of their time in harm's way and the majority of their work day driving) should receive the incentive of 8 hours every 2 years they are accident free. This would work a lot better than a pin or certificate to encourage good driving behavior and fewer wrecks.

I on the other hand, in line with the COP seat belt policy, suggested giving everyone that is "AT FAULT" 2 days off. My thought was this would remind them to slow at intersections, keep their speed in mind as they drove code 1 or in general make them more aware of greater consequences.

Additionally, I will tell you that officers seem to have a really big problem when it comes to backing. As such I would like to further suggest that ANY backing at fault accident would definitely qualify for the automatic 1 day punishment since that is the most avoidable accident there is.

Let's face it you ought to check your surrounds as you get to your car (you know walk around and check the car itself) and know what is behind or beside you (both sides) ...These days someone could plant a bomb that could be far worse than a simple accident. (Guess we could always put that into training).

Perhaps minimum number of days for first, second, third at fault within a certain reckoning period would work too.

Either way, I still stand by my suggestion since I believe the day off for at fault and the 8 hours of comp time would work well to remind them of both consequences and rewards for their behavior. And at least giving a positive incentive would help to counter the negative they would feel for the at fault day off.

Response: Although the rationale for this suggestion is based on a desire to encourage officers to slow at intersections and when enroute to emergency calls, the premise depends on the risk assessment of each employee and their quest to avoid receiving enhanced discipline. A crash is not an intentional act, therefore the recommendation of a 1 day suspension for all at-fault crashes regardless of the circumstances is inconsistent with the department's goal of using the least intrusive discipline and offering education, counseling or training options to improve employee behavior. Failure to control speed and backing not in safety remain at the top of the crash causation factor list. However, both of these issues can be addressed effectively through supervisor intervention such as counseling and or additional training. The Crash Review Board currently considers the crash in its totality including employee and supervisor letters, diagrams and photos, witness statements and employee crash history. In addition to the aforementioned evidence reviewed by the board, a set minimum dollar amount based on the vehicle damage appraisal is also factored into the equation for each discipline category recommendation.

Other factors to consider:

- Investigations – The experience level of the investigator may lead to variances in fault determination.
- Supervisor intervention – Supervisors must take an active role and counsel employees about safe driving habits and when necessary ensure that additional training is scheduled in a timely manner. (Especially crucial for officers with less than 5 years on the department).

The suggestion for a progression in discipline for the first, second or third crash within a reckoning period is addressed in the current Corrective Action Manual.

This suggestion appears to be in accordance with the Department's guiding principles, which states in part, the Department's employees are its most valuable assets. Rewarding good driving behavior provides positive reinforcement for those employees who drive 50% or more of their duty time and remain accident free. However this proposal is similar to the current incentive for officers to participate in the physical agility test. According to the Training Division from September 2012 – August 2013 a total of 751 approximately 14% of classified employees passed the PAT, and from September 2013 – August 2014 a total of 837 approximately 16% of classified employees passed the PAT. Although these percentages appear to be low, from a strategic staffing perspective allowing 14 to 16% of an already reduced police force to be off duty could potentially cause a negative impact on crime, morale and officer safety. The Safe Driver Program currently in place provides incentives such as pins and certificates to accident free drivers which offers a more personal

approach and provides an opportunity for supervisors to commend their subordinates in a ceremonial setting. According to the HPOU President, the Union would support this benefit to employees and would not file a contract grievance. HPOU does not believe this benefit would need to be included in the Meet and Confer contract however the possibility exists that City Legal may oppose the concept and consider it a gift to the officer. Thus, no changes will be forth coming at this time.

8. Employee Evaluations

I attended the Budget Training yesterday and have a suggestion. We complete civilian evaluations completely electronically once a year. We complete quadruplet copies of classified evaluations twice a year. My suggestion is to complete classified evaluations in the same manner as the civilian evaluations. A final hard copy can be placed in the employees file. I feel that once a year is sufficient as well. If there are instances that an employee is not performing at the expected level throughout the year, documentation can be made electronically and an unscheduled evaluation be conducted if needed.

It seems to me that not printing up thousands of evaluations, twice a year in quadruple, and reprinting to correct any errors or needed modifications, would save a substantial amount of paper products.

Response: Senior management will look for ways to improve the JPR process during the next budget cycle.

9. Extra Employment

I have a suggestion that I believe would help with tying up officers on calls where an extra job officer is working (from an outside agency) in the city limits of Houston. I also believe that it could also generate revenue through a permit process.

All over the City of Houston, we have officers from different agencies, working an extra job as security. I have personally seen officers from Liberty County, Grimes County and various other counties and jurisdictions around Houston working extra jobs inside of Houston. When these extra job officers arrest a suspect, get flagged down in regards to an incident or anything that would need a report generated, they rely on an on duty unit to respond and take the report or complete everything for an arrest. It really defeats the purpose of having an extra job officer work within Houston other than to be a deterrent, if they are from an outside agency. This also includes HCSO always dumping their arrest on us where the responding on-duty Officers are having to do everything.

I believe that if we hold the officers from outside agencies more accountable when they work an extra job within Houston, we would not only release on-duty officers from taking simple reports but will get rid of the mentality that if you work in Houston, just call HPD dispatch and they will have to do it according to their General Orders.

Adopt a City Ordinance that would state that any Texas Peace Officer not employed by the City of Houston Police Department shall obtain a City Permit to work extra employment as a Security Guard, Peace Officer or Police Officer in the City of Houston. Extra Employment Officers must have a valid permit; proper training for completing reports within the Houston Police Department RMS and must follow all the rules set forth in this ordinance.

Extra Employment Officers must complete an offense report within 4 hours of completing their extra employment shift at any Houston Police Department Facility that RMS is accessible.

Extra Employment Officers are responsible for the Original Report, unless an arrest is made and an on-duty unit needs to generate an original report for the purposes of booking a prisoner. In this instance, the Extra Employment Officer will be responsible for completing a supplement report to include the Officer's Actions, Use of Force, Suspects Actions and all the details that will be needed for a conviction in the Court of Law.

Also, have a secured website that the Outside agencies could go to, to fill out an extra employment form that would include an entry for them to enter their city permit number (form similar to our current extra employment form). This would help when we receive complaints in regards to officers. The way it is now, we have no idea who works extra employment and where so when a citizen comes in to make a complaint about an officer's action, we take the complaint and IAD takes time to investigate it. This could be a tool to determine if there are any Officers from outside agencies working at that location or is it a possible police impersonator. If it was determined that the complaint was a result from an officer with another agency, we could forward everything to their internal affairs unit and would free up our investigators.

Permit Fees (\$50-\$100, annually, non-refundable) would generate some revenue and pay for the training the outside agencies would need to go through at the Houston Police Academy. After the training, the Officers would only have to renew their permit annually, therefor, making the permit money 100% revenue for the General Fund or Houston Police Department.

Make permits an annual renewal process. This would give us some accountability on where officers are working, similar to our extra employment process. Failure to comply with this City Ordinance may result in a fine up too \$*** and/or the revocation of the permit.

Chief, again, this is just a general idea or concept that maybe the Houston Police Department could look at. I'm not 100% sure, but I believe the City of Austin may have adopted some kind of city ordinance that is similar in some ways.

Other Suggestions, Different Sources:

This has probably been mentioned but I will suggest it anyway. The City would benefit financially by taking over extra jobs. In this, all extra jobs would be coordinated through an office in the City for a particular fee. The City could require officers who wanted to participate in the program to purchase a personal liability insurance rider. I think this would be necessary as the City could possibly become liable if the City is in a position to assign extra jobs. From working in Internal Affairs on Solo motorcycle cases it was obvious to me how much potential money could be available to the City should the City assume control of extra jobs.

Extra employment, particularly police-related extra employment, is a privilege and a benefit afforded to HPD officers solely on their status as police officers. But for the training and classification they have received courtesy of the department, they would not be working these jobs. Given this allowance, the department must regulate said jobs: In our case, the Extra Employment Office (EEO), consisting of five officers and a sergeant, performs regulatory functions.

The department recoups its costs in many different areas. For instance, copies of crash and offense reports are not free; neither are being fingerprinted or receiving documents from open records requests. It therefore seems reasonable to attempt to recoup some of the costs associated with operating the EEO. One proposal is by doing the following:

Extra Employment Modification (two-step process)

- A. Encourage a city ordinance restricting those who can work police-related extra employment within the city of Houston to Houston Police Officers only.
- B. Charge a nominal (possibly \$10) “processing fee” to every entity wishing to hire off duty officers; a fee for each permit submitted.

Approximately 22,000 to 26,000 permits are created annually. Using the low-end number, \$10 per permit would generate **\$220,000** in revenue. Logistics of obtaining the fee will have to be determined. There are likely problems with this policy, which need to be explored. For one, what happens on large extra jobs when not enough HPD officers can be recruited?

Other considerations include the development of MOUs in order for outside agencies to access HPD computer systems in order to complete original offense reports. These same MOUs would also establish the expectations for officers of outside agencies when working extra employment within the city limits.

A second option is to establish a city ordinance requiring the fee for any agency whose officers are allowed to work extra employment within the city and for that agency to be charged with developing the mechanism for collecting the fee. Alternatively, the EEO could

act as an information and fee collection “hub.” For example, when an officer with an outside agency follows the protocol established by his agency when asking to work extra employment, that agency would then be required to forward the information to the HPD EEO for processing, approval, and fee collection.

The department benefits from HPD officers working police-related extra employment in those officers become force multipliers. Currently, no such benefit exists when officers from outside agencies work extra employment within the city.

Consideration of all extra jobs within the COH be controlled by a COH/HPD extra employment division – The COH could levy security fees defined by each officer needed to perform the job, in addition to a minimum hourly rate per officer, and number of police officers required for each job/business. The money acquired through these imposed fees could be used to offset budget woes.

Reassess Administration of Extra Employment

Not sure the police department does not already do this, but I think we are missing a great revenue producing entity by not managing police related extra jobs through the police department. There are several models throughout the Nation that we could assess and/or mirror. Our own Houston Fire Department currently has an applicable extra employment process we could model from the Fire Department. When there are high attended events in the city, there is an existing city ordinance that mandates fire marshal’s to be present. Their salary/time is funded through the city and the entity/event is billed for the services along with an administration fee.

The police department could initiate the same process by drafting a city ordinance mandating the employment of HPD officers for city extra jobs. Specifically, all jobs requiring 5 or more officers would be applicable within the mandate. The fire department is reimbursed at overtime rate. Therefore, officers would receive a premium pay scale for extra employment services and the department would receive all the revenue for management of the process. In addition, there are several liability concerns and “under the color of law” issues that would be diminished by this employment strategy.

I coordinate the extra job at NRG Park for event related entities. NRG is one of the largest employers of extra job officers. The other top three are Minute Maid, Toyota Center and George R. Brown. Baby steps would be to initiate the process with these 4 companies and then eventually move to integrate all jobs.

We probably need to initiate an assessment/study of other municipalities that conduct extra job employment in this manner. I would help in any way possible.

Response: The Extra Employment Committee was formed to review the suggestions for improvements made by departmental sergeants and lieutenants to see if they are viable.

These suggestions included generating revenue through a permit process; adopting an ordinance that would require a permit for all outside officers; having a secure website where outside agencies complete an extra job permit so when somebody files a complaint, we would know which agency is responsible; having the City take over all extra jobs and coordinate those jobs through an office or unit and charge a fee to every entity wishing to hire an officer.

The committee discussion concluded that revenue can only cover the administrative costs; the department would need to create a secure website for all outside agencies to apply for a permit; having the department coordinate all extra jobs would be labor and cost prohibitive and the HPOU is against the city managing extra jobs.

The committee made a request to Planning Division to survey major U.S. and Texas police agencies to determine their extra employment policies. It was determined that all police departments who answered the survey allow their officers to work extra employment, either as department overtime or for a private entity.

Officer-coordinators are a common practice and officers from other agencies are normally allowed to work extra employment within the jurisdiction of the responding agencies without additional permission or permit fees.

After researching, reviewing and discussing the extra employment issues/recommendations made by departmental supervisors, the Extra Employment Committee recommended that no changes are necessary to the current extra employment policy.

10. Foreign Language Testing

I suggest suspending retesting of candidates who have successfully passed foreign language testing with any score higher than the minimum. For background on scoring, the test is scored 0-5 with zero being the equivalent of someone who has taken something like a high school foreign language and five being the equivalent of a native educated professional. A passing score on the test is 1.5. Currently we require retesting every three years regardless of score. This proposal could be amended to include anyone who has passed the test with the minimum score.

I agree that it is a waste of money for bilingual retesting every 3 years. Does anybody not pass upon retesting?

Response: Pursuant to City Ordinance and Department policy, certain officers are eligible for receipt of bilingual pay. During the term of the 2015 Meet and Confer agreement, the Labor Relations Committee shall evaluate existing levels of departmental demand upon those receiving bilingual pay and shall also evaluate whether there is demand for specific languages other than those currently approved for bilingual pay. The LRC shall make a comprehensive recommendation to the Chief regarding the department's bilingual need,

qualifications, pay rate and qualifying languages. (2015 Meet and Confer Agreement, Article 33.15)

A few who retest do not pass. The majority of those who do not receive recertification are because they chose not to take the recertification test.

11. Gambling

Legalize it

Response: The issue of gambling in the State of Texas is regulated by state law.

12. Greater Court Attendance

Examine the policies that govern court appearance to determine what adjustments could be made to increase attendance rates.

Response: The court attendance policy at present seems to be the best in terms of compensating officers for their appearance and also being good stewards of the tax payers' money. The department is open to suggestions that may improve the process, reduce costs and would suggest that if there are any suggestions for improvement that they be submitted to the suggestion boxes.

13. Hospital Prisoners

The City spends countless hours sitting on prisoners in the hospital who have been charged. Once they are charged, it is my understanding that they are now Harris County prisoners. Harris County has never taken over a prisoner that we are sitting on to my knowledge. Maybe the City should bill the County for sitting on their prisoners?

Response: This issue is being reviewed to determine how to best handle the problem. Additionally, this issue may go away in the very near future with the consolidation of city and county jails.

14. IAD Relieved of Duty Status

Examine policy to determine if adjustments can be made as to when this status is applied.

Response: Each relief of duty instance must be examined on a case by case basis to determine what course of action the department should follow. Policies are in place to provide guidance in managing each case.

15. Mandatory Show-Up Pay

Increase the mandatory show-up pay from 2 to 4 hours for officers having to appear in court. This will potentially increase ticket writing activity in patrol which will result in additional revenue for the City. Also, attempt to get the City to change their policy on dismissing cases only because the officer does not show. If an officer is really needed, cases should be re-set and the officer then should be subpoenaed. If the officer does not show when he/she is subpoenaed, then the case should be dismissed. Officers should only be subpoenaed if a deal can't be reached between the city attorney and the complainant.

Response: Going back to the minimum four hour pay for court attendance would conservatively increase HPD's classified court OT well over \$2 million or more per year (current HPD court OT is running about \$2.4 million with a two-hour minimum). HPD's General Fund OT allocations have decreased the last few fiscal years due to the constraints of HPD's overall budget. Increases in OT for FY16 are being targeted to the body worn camera project, which is expected to cost approximately \$2.5 million (or more) due to end of shift downloads and administrative follow ups for viewing captured incidents. There is no expectation that the City or HPD will have any discretionary funds to reinstitute the four-hour minimum show up anytime soon. In addition, it should always be remembered that traffic enforcement is to promote public safety – not to generate additional revenue for the City.

According to Barbara Hartle, Presiding Judge for the City of Houston Municipal Courts, all tickets issued for the first court date (officer's assigned court date and time) is called an arraignment setting. The person can plead guilty and settle the matter at that time, or request a trial by bench or jury. The violator/defendant is required to sign a form that he/she wants a trial by jury or bench (judge). The trial is then set and the officer(s) are subpoenaed for that date and time. Judge Hartle did mention once the violator comes to Court for the bench trial, there have been times that the defendant and his/her lawyer ask the Judge to switch to a trial by jury at the last minute; therefore, the case is reset for another day, causing all parties to come back another day in the future. Judge Hartle has advised that she will speak with the City Attorney about this "delaying tactic," since the defendant acknowledged on a written form that he/she wanted a trial by the judge. Of course, appropriate excused absents would be allowed (e.g., hospitalization or death in the family).

16. Mandatory Succession Planning

Response: The department does not have a succession plan for any of its employees. Classifieds participate in assignment rotations, committee participation, special project involvement, and external training as a means of assisting them in their development. Civilians use some of these approaches; but it is even more difficult when it comes to hiring replacements for specialized positions since there is no provision to pay two bodies for one position. Members of The Office of Planning will be addressing this subject.

17. Mandatory Two-Officer Patrol Units (which will help vehicles last longer)

Response: The assignment of two officers to a unit rests within the discretion of the division commander.

18. Officer Work Card

Needs to be completed electronically by the officer and automatically forwarded to their supervisor for review. The process now requires a Civilian employee to take the “hard copy” and manually enter the information into the system.

Response: Currently, the Technology Services Division has started the design of an electronic Work Card system that would populate an officer’s daily work card with data from the RMS system. The automation of available data into an electronic work card system will take approximately eight (8) months to complete.

19. Open Records

Why can’t open records transmit small open records requests electronically instead of trying to recoup costs on requests that are less than \$5, in turn wasting money, personnel time, paper, toner, etc.

Response: The Texas Public Information Act says that we can’t charge requestors for electronic reports; HOWEVER the city says that we need to charge for any requests. Plus the issue is larger than HPD, if the city decided to allow reports electronically the whole city would have to convert to that process and that would take time.

20. Overtime

Efforts should be taken to restore the “655” program that was so successful when used previously.

Response: In the department's response to the PERF/JUSTEX staffing study before the Public Safety Committee of City Council in October of 2014 it was included that future full time equivalent positions could be achieved through a mandated budgeted overtime program similar to 655. The department does have an operational overtime budget that is utilized throughout the year for various activities and crime initiatives; however, any additional monies dedicated to overtime is a budgetary matter that must be approved by city council. The department has however explained that additional manpower can be achieved through a program such as 655.

21. Part II Offense Reports Staff Review for UCR Close Out

Records Division staff reviews Part I and Part II Offense Report for monthly UCR Close out. Only the Part I portion (eight Offense types) is reported to the FBI. Part II portion (more than four dozens Offense types) is reviewed for in-house (HPD) use only; except for a few of them (less than half a dozen.) However, the volume of Part II far exceeds that of Part I at any given day. The below shows a typical count of the portions:

The amount of overtime pay in Records Division is majority for staff review. My feeling is that not every Part II Offense reviewed is input for next process to any desk outside of Records Division. A few of them may be used by other desks outside Records Division. No value is added or usage gained by staff reviewing every Part II Offense report. If we can trim the volume of staff review backlog by eliminating those Part II Offense reports not really worth staff reviewing them, we can greatly reduce the cost of staff review overtime. The reduction of cost can be conservatively about 20% to 30% of the current cost. Typically, the monthly OT cost ranges from \$25,000 to \$35,000. Thus, the saving can be averagely about \$7,500.00 a month. We can at least use the approach when every penny is direr than other times. Then we can go back to the norm of staff reviewing every report when fiscal situations get better.

Response: While a substantial amount of overtime expenditures are required monthly to efficiently close out the Uniform Crime Report (UCR); Part II Crime is as important as the Part I crime. I offer the following information for your consideration, and here is why:

Historical data will support the impact the department experienced in 2008 with non-coding of Part II crime (ignored/discontinued). There were many investigations such as investigation sexual assaults, investigation assaults, investigation burglary/thefts, and investigation auto thefts offenses, etc., omitted under the Part II crime umbrella. During that specific timeframe in 2008, we were under EAC Oettmeier's Command and then AC Wong's Command. EAC Oettmeier, during the same timeframe ordered Records Division to perform Quality Control (QC) on the listed Part II offenses (2008 – forward) to ensure accurate reporting to UCR/DPS.

Other than the above listed offenses, Part I offenses could be imbedded under some other Part II offenses (a few examples are: affray, criminal mischief, lost or stolen, criminal trespassing, possession of controlled substance, kidnapping, unauthorized use of motor vehicle, to name a few).

Eliminating Part II offense coding could impact overall stats and result in another 2008 situation, which we need to avoid at all cost.

Further...

- Several Part II offenses can be turned into Part I offenses upon review, according to UCR guidelines.
- Several Part II offenses can be turned into Part I offenses, upon further investigation by the division of concern.
- Several Part II offenses are counted toward the monthly “Jail Arrest” count for submission to UCR, the Chief of Police and the Planning Division.
- Accuracy in Part II offense data provided to any requestor will be impacted, as encountered on previous occasions.
- Stolen property imbedded in Part II offenses cannot be put out stolen or recovered when Part II offenses are not processed.

Additionally, eliminating Part II offense coding could warrant DPS to conduct an audit.

As a point of information, most Part II crime is being performed on regular duty by Records’ CSC staff members, not on overtime.

22. Personnel Selection Process

Following up to the Budget and Mitigation of Issues class, I wanted to provide some input concerning suggestions to improve our Department as we move forward. Overall, I believe our organization can be enhanced by ensuring the right people are connected to the right jobs. We need to spend some time discussing how we can connect individuals within our organization to areas where they already have a passion. Likewise, employees will give more effort in areas in which they are fulfilling their passion. I believe a challenge for management now is attempting to ensure personnel are performing their required job functions in a safe/civil manner while limiting overtime funds requested to complete these job functions. If passionate individuals are assigned to desired positions, less external motivation may be needed to ensure these individuals are fulfilling their daily job functions.

- **How do we accomplish this idea?** *We must restructure the selection process for assignments. Significant changes must be made concerning our Method B process. I propose we consider a committee, not including immediate management, to select personnel for various positions. The committee can be made up of sources within the Department or from an outside agency.*
- **What are the significant challenges concerning this idea?** *This concept is not primarily focused on current practices including seniority or the “friends selecting friends” network. Therefore, buy-in may be a challenge initially but the benefits will outweigh the manageable early challenges.*
- **How can this idea benefit the Houston Police Department?** *I believe employees within our Department will provide more output when working in assignments in*

which they are passionate. As a result, there will be fewer requests for overtime to complete daily assignments. Also, the morale of organizational members will be significantly influenced as a result of their newfound value.

- **Provide an example of this concept in action.** *If we have a problem within a division or unit and personnel assigned have been with the unit for several years without developing innovative practices that assists with reaching desired goals, our organization should have mechanisms in place to find the right people within the organization to accomplish the goals of the Department.*
- **How can we find out about the talents and passions of our personnel?** *We should consider developing a survey to be distributed to all personnel, which will identify abilities, interests, qualifications, previous experience and provide an opportunity for members to recommend other personnel for various assignments.*

If needed, I can elaborate more concerning some of the ideas discussed. Overall, I hope we can discover new approaches to motivate personnel to ensure we fulfill the mission and goals of our organization. I have witnessed positive results concerning this concept while serving in the U.S. Army and I believe we can apply similar principles to encourage personnel to fulfill their responsibilities with the same pride. Let me know if you have any questions pertaining to this e-mail. Thanks.

Response: General Order 300-2, "Transfer of Classified Employees," describes several decades of work done by many employees and committees to refine the process and procedures in classified employee's transfers within HPD. This transfer policy has been developed within the confines of City, State and Federal mandates and laws, along with the Meet & Confer contractual guidelines. Method "B" transfers/assignments is one part of the policy that has undergone numerous modifications and updates, to include the most fair and objectivity selection.

Having a passion or enthusiasm for a Method B assignment is a somewhat admirable quality; however, having the appropriate skills, knowledge, and abilities is more important for the specific job and operating capability for any specialized division or assignment. Supervisors and managers must have the ability to select their future personnel for their positions within their divisions. What is possible for these types of positions is to allow the interview process to contain personnel from outside the division or department who have specific or related knowledge of the job for which the person(s) will be selected. In this regard, the majority of the persons on the interview committee must be from the division involved as they are ultimately responsible for the selection and the continued supervision of the employee's job productivity, quality, suitability, and most importantly, the best interest of the department. Likewise, seniority is used throughout the department as a factor in making decisions related to many aspects within HPD; thus, employees with more seniority are allowed to exercise their preferences on these matters

before employees with less seniority, unless management has an identified need, which could be specific, defined, operational, and/or management objective.

23. Property Division – Decentralization

Officers must currently drive to the property room downtown for each item to be tagged and to the central station narcotics office for narcotic evidence. Both locations are up to a 25 mile drive for the first responding officer taking them out of the calls for service loop for up to 2 to 3 hours.

This time out can be diminished by simply allowing each substation to secure an area for holding evidence. This area could be an unused closet or office fitted with proper shelving and securing locks. The first responding patrol officer would complete the items in the RMS Property Section of their original report, provide the desk officer with the items to be tagged and annotate in their report who they left the items with. The desk officer would then complete a supplement report for chain of custody.

Narcotics evidence presents a unique challenge as it requires weights and special submission forms. To resolve this, desk officers can be required to take a class from the narcotics division regarding the proper completion of the submission paper work. They would become the station experts in tagging narcotics. Scales could be purchased for each station at a relative low cost. Considering the Houston Forensics Science Center will provide the official weight of the evidence in their forensics report, the station scales would only provide an estimated weight as do the current scales in the narcotics intake office. The desk officer would then ensure that all submission forms and charges were completed to standard, and hold the sealed narcotic evidence in the station's property room.

The same designated officer as mentioned in the Decentralizing Prisoner Hold section would transport the evidence to the property room or narcotics division regularly throughout the shift. This allows the first responding patrol officer to quickly secure his or her evidence and complete the report and charges while remaining available to back up fellow officers in their geographical beats.

- Exceptions

There will still be cases in which the first responding officer will have to leave their assigned areas. These cases would include the need for to be warrants, hospital transports, and NPC transports.

The "to be warrants" exception must have an articulable immediate need. The circumstances must preclude the warrant from waiting for IFR, TAC, or concerned divisions to file such warrants during their next shift. This exception would also include

DWI warrants when the ADAs are not currently assigned to the central intox facility as noted in the DWI section of this proposal.

Hospital and NPC transports must be conducted by the first responder due to the medical urgency of these types of cases. In NPC cases the first responding officer will generally have to complete an EDO based on his or her observations. The EDO could be completed by the station's designated transport officer using the first responder's original offense report; however he or she may be unavailable. Most of these cases have a sense of urgency to them as the consumer may be rather unstable and the stations holding facility may not be properly equipped to hold a mentally unstable individual.

Response: Harris County District Attorney Devon Anderson recently notified HPD that her office would no longer allow defendants to plea out on a drug charge without the narcotic evidence being tested by the Houston Forensic Science Center (HFSC). Given that most suspects plead guilty shortly after being arrested; this has required HPD to change the frequency of narcotics submissions to the HFSC. Accordingly, the reason all narcotics evidence is now submitted to the NOCC was because of prior inconsistencies and improper submissions (e.g., drug weights did not match [weight listed by the officer vs. the "official" crime lab weight were different] – natural loss of narcotics [plant like marijuana] or spillage or actual theft?). Officers were likewise submitting other tagged evidence that was not narcotics-related, an example being money.

Moreover, it was found that many of the cases involved improper labeling, along with the mishandling of bulk materials and/or liquids, noting that the quality control and chain of custody issues have been greatly improved by requiring all narcotics evidence to be submitted through the NOCC. Ultimately, the HFSC and the Harris County District Attorney's Office have been exceedingly appreciative of the implemented NOCC systems, controls, and procedures that have reduced errors, but more importantly have increased accountability.

Focusing on personnel, realistically, how many desk officers do patrol stations have? To man a patrol station desk full-time and to send one (or two officers) to NOCC or the HFSC (depending on quantities of persons & evidence involved) would be problematic for patrol divisions. Currently, the officer handling the arrest takes both the prisoner and the evidence to Central, completing all necessary paperwork. Adding desk officers into the incident will require more administrative handling – inclusive of time, effort, and personnel – not to mention more time on RMS supplements, property submissions, and transfer forms (chain of custody mandates).

In the end, the idea and suggestion of transportation of such evidence by a desk officer sounds good; however, staffing would be a problem for patrol divisions, and the expense involved with securing property/evidence areas for ALL patrol stations, to include wall extensions, alarm systems, video systems, reinforced doors, and other security measures would be cost prohibitive.

24. Property Division - Firearms

Instead of smelting handguns from the property room and making only a few hundred dollars on the process I suggest the following:

- 1) Have an auction where only Law Enforcement Officers can attend.
- 2) Charge an entrance fee of \$25.00 per officer/deputy attending.
- 3) Ask Tim Butler of the HPOU to handle all firearms transfer papers since he has an FFL. Donate a % of the profits to the ATO for his services.
- 4) Have each officer/ deputy sign an affidavit forbidding them from selling or trading the firearm for 5 years.

Response: Having an officer or giving officers the ability to purchase guns from the Property Division might create the appearance of a conflict of interest. This suggestion is not in the best interest of the department.

Other Suggestions, Different Sources:

What can't we do to recycle certain property so as to avoid new purchases?

Response: At present we do have a program to use city equipment and property from the Property Division, so we do have recycling in place.

Why can't we sell seized weapons, cleared for destruction, to other law enforcement personnel?

Response: Again this may create the appearance of a conflict of interest.

Property Shield Program

I would like to recommend again the "Property Shield Program" as a cost saving tool. Simply, by allowing citizens and small businesses to register or document their property with the department (before it can be stolen) could save investigative hours, lead to arrests and potentially, aid with identifying ownership of property room inventory.

Response: This is not a viable program for the HPD to pursue as it is incumbent upon citizens to be proactively responsible for marking their property and storing the information in a safe place should the need arise to use it for reporting purposes.

25. Relief-of-Duty (ROD) status without pay in some circumstances.

Many times when an employee is relieved of duty, the following might be true:

- a) The employee is fully conscious that he or she will get paid while an investigation is going on, so he or she might be more willing to commit an infraction;
- b) The department compensates an employee for periods sometimes exceeding a year during the investigation

ROD could then be broken down into two (2) categories:

- a) ROD with pay would apply to employees who are alleged a less egregious act or have APC issues
- b) ROD without pay would apply to employees who are “repeat offenders” or have been alleged more egregious acts

This action might: 1) Save the department some money and 2) create a deterrent of sorts to officers.

This action would be determined by Legal along with the COP and notated on one of the employee’s Step processes (Step 3 or 4?)

Response: At this time the current process provides flexibility for appropriate situations. Thus, no changes will come forth at this time.

26. Restrict relatives from working in the same division especially if they will be working on the same projects (unless it is for the good of the Department - law enforcement).

Response: Each division commander has the authority to resolve these issues.

27. Review FMLA Policy

Work to identify and punish abusers of this policy.

Response: FMLA is not a “policy” enacted by the Houston Police Department. It is a federally mandated entitlement. (If an employee qualifies, the department does not have an option to not allow the employee to enjoy the benefit.) There are time limits to the policy, currently 12 weeks. Employees partaking in FMLA must burn their own time.

28. Sergeant Work Card

Patrol Sergeants are required to complete an Electronic Work Card. Even though this work card only takes a couple of minutes to complete, if every sergeant is completing one, there is a lot of time being spent on this task. To my knowledge, no one reviews these or uses this information. It is my recommendation that this Work Card be eliminated.

Response: Members of Field Operations will look into this matter and prepare recommendations for the Chief of Police.

29. Solos

Why can't these officers own their motorcycles?

Response: The HPD does not purchase motorcycles for officer in this assignment.

30. Span of control

Steps should be taken to assess this ratio with an eye of reducing the number of supervisory positions. This is not a popular one, but.....

Response: The department presently refers to its staffing report to help determine span of control. Division managers are tasked with monitoring their supervisor to officer ratio in an effort to produce the best work product from its employees. Having a small span of control offers opportunities for more effective supervision of its employees. Having a large span of control, does offer operational savings for the department; however supervisors can become overwhelmed in an effort to provide supervision for their subordinates. Having little supervision can be problematic. Division managers have to balance their division span of control, seeking to provide the best police service available.

31. Stop International Travel

Discontinue the practice of sending department employees on international junkets unless there is a direct, tangible benefit to the department. This could also include continental travel as well. As these costs are unknown, the savings is not included in the total.

Response: Sometimes it is a necessity that our officers leave the country in order to facilitate an investigation.

32. Take Home Vehicles

The policy needs to be re-examined.

Other Suggestions, Different Sources:

Eliminate these vehicles for lieutenants. Instead, give them an increase in their pay. I believe this option will immediately result in a major saving for gasoline and the number of cars we would have to purchase for 2016. These cars should be placed back in the pool and used for divisions needing unmarked cars. Some of the lieutenants' cars may be patrol worthy and can be equipped to replace some older patrol cars.

Do a Cost/Benefit analysis for take-home cars (from the City's point of view of course—not a popular item). These cars have no radios and everybody in the world has cell phones and citizens call in wrecks, break-downs, obstructed roadways, etc. themselves now.

Reduce take home vehicles to departmental critical needs only. Those individuals (management included) that have assigned vehicles that are not deemed critical can still maintain an assigned vehicle to be used only during their normal duty hours, and occasionally take home for approved planned critical events as deemed by the command staff. Although, I know this won't be popular, it will considerably cut fuel cost, and vehicle maintenance/repair cost.

Why can't the take home vehicle mileage limit be extended to 45 miles?

Response: Presently we can't expand due to a lack of resources. However the department will revisit the policy. Additionally parking will be an issue.

33. Tasers

Officers should be allowed to choose if they want to have a Taser. This is in response to mandatory issue of Tasers to personnel who are not in uniform services but have been issued the equipment.

Another Suggestion, Different Source:

We should focus on common sense approaches to using the Taser.

Response: This issue was addressed in a previous section. The department has determined the best policy is to provide all classified employees with a TASER.

34. Traffic Warrants (and/or Similar)

Allow motorists to go to an ATM machine to bond out instead of jailing them. This reduces time on a call, fuel for drive to jail, housing/feeding inmate, and jail processing.

Response: Current policy allows officers to allow citizens with a city warrant to post immediate bond if they are in possession of the means to do so. Citizens should be referred to the Municipal Courts Building at 1400 Lubbock to post bond or pay fines for persons incarcerated in a city jailor lockup facility. Citizens can pay bonds or fines at 1400 Lubbock, 24 hours a day. The one exception is the Municipal Courts Cashiers Office located at the Southeast Police Station, which is open to accept cash bonds and fine payments between the hours of 8 a.m. and 9 p.m., Monday through Friday. All other bonds must be posted at the Municipal Courts building.

35. Uniform Orders

Why can't we order our uniforms online?

Response: We have a new contractor and we are looking at this issue. We would like to move towards allowing officers to make their own purchases. This would move the department away from having to stock pile uniforms for the many different sizes that are required to outfit each officer.

36. Use of Force Reporting Protocol

I have been watching one of my supervisors constructing a very detailed use of force report where a suspect was fighting and threatening officers and a Taser was deployed. He has been working on getting all the officers' reports together along with his supplement as he was directly involved. The thing that came to my mind watching this ordeal was a comment made to me by an officer recently that merely pointed his Taser at an uncooperative suspect. That officer relayed to me that the amount of detail that went into his report for pointing a Taser was significantly longer than the report he did when he was involved in an on-duty shooting where he shot and killed a suspect. I think we all understand the need to document what we do but this latest round of requirements is causing officers a lot of headaches and time. Don't know the answer to this one but I do think that we are somehow way over what is required. It has provided some bit of humor of late when it was announced that now instead of the command staff being informed of every time force was used or displayed, after being buried with those reports, now they just want to put all that information on a master report and just list everyone that was there and what they did. Officers laughed about that, said yeah, they got what they asked for and then realized they didn't want it after all.

Response: Without information on how our officers are using force, the management would be hampered in its efforts to improve training, supervision, and discipline. While we all understand that anytime you increase reporting requirements, it will take time for officers to complete the documentation and time for supervisors to review the documentation, it is necessary to adequately understand what challenges our officers are facing and what the administration can do to make the officers' safer and more effective and providing the necessary accountability that the public deserves and demands.

Another Suggestion, Different Source:

When officers are assisting EMTs with gaining control of a citizen in need of help, can an exemption be obtained from having to fill out a use of force form?

Response: This happens in such limited circumstances, creating an exception seems unnecessary. The current policy is clear as it can be. Adding exceptions would make it even more difficult to administer.

37. Vehicles for Field Trainers

Reestablish the provision allowing field training personnel to have take-home car privileges.

Response: Compensation issues for Field Trainers was addressed in the form of added pay per the 2015 Meet and Confer agreement. Budget demands have placed a strain on the number of vehicles in the fleet. This makes it virtually impossible to allow FTO's to have take-home cars. But, Article 33 of the 2015 Meet and Confer Agreement increases the FTO pay from \$69.30 biweekly to \$119.30 biweekly

38. Work Time Entries

Why can't we do away with this protocol?

Response: The process was put in place in order to document each officer's on and off duty work hours. It is to ensure compliance with G.O. 200-26.

Professional Development Related Issues

1. Allow Employees to Volunteer to Work for O-T-J Training in Other Divisions

Response: We already have this program in place. Rotations can take place in most, if not all, divisions. Under most circumstances, these types of rotations involve captain to captain approval.

2. Mandatory Mentoring to Prepare Lower Ranks for the Next Rank.

Response: To the extent possible, as identified in the above response to item #1, efforts are taken to expose personnel to different jobs. Classified employees with rank do have opportunities to work in “acting” capacities, but it is very difficult to develop a process whereby this occurs on a regular basis for all interested parties. Clearly, officers cannot act in an “acting supervisory” capacity.

This challenge is even more daunting with civilian employees primarily due to the specialized nature of many jobs. This will require more time to determine what, if anything; can be done other than increasing training and educational opportunities to improve the development of our personnel.

3. Allowing specially trained employees to retain or return to their positions.

I understand why it is necessary to transfer people to a new assignment upon promotion; however, in some circumstances, it would be more effective and efficient to allow those employees to return to their assignment. This is especially true in situations where the department has spent considerable time, resources, and money to train the employees. Specific assignments that come to mind are Fox (or other pilots in Air Support), Bomb Squad, and SWAT that require a great deal of outside training that is an expense to the city. We can recoup those costs if we allow employees to return to their assignment after a certain time away and/or give precedence to those who already have the skill set when creating openings. That way the department does not have to train new people, after already investing in another employee.

Response: This already occurs on a case by case basis. There are some employees that possess unique knowledge and or skills. We do make exceptions in order to utilize the knowledge or skill for the benefit of the department and the citizens we serve.

4. Citizen Education

We should initiate more opportunities to training citizens on certain HPD procedures.

Response: We presently have the Citizen's Police Academy, Positive Interaction Program (PIP), and town hall meetings. Each of these either provides training or a forum for the exchange of information. In review of this suggestion, the idea of training educators came up and will be reviewed. All officers should highly encourage the citizens in their assigned areas to attend PIP and community meetings.

5. Cross Training

Train the police to serve as firefighters, thereby eliminating the need for HFD.

Response: This issue was previously reviewed and considered. In appearance, it has merit, however there are occasions that can arise where police services are needed and thus available personnel to respond to fire or medical emergencies are reduced. Likewise there are medical or fire emergency calls that reduce the ability to respond to police emergencies. Cities that have implemented this type of cross trained service are now turning away and returning to providing separate services.

6. Dedication to Training

We need to make a more concerted effort to improve the quality and quantity of our training; strive to make it more realistic.

Response: We have made efforts to make training more realistic. (Example: Active shooter training.) Weapons qualifications should also be more realistic and our firearms training section is reviewing the present qualifications requirements.

Other Suggestions, Different Sources:

We need to improve and enhance our scenario-based training as it relates to de-escalation techniques.

Response: Steps are being taken to provide this type of training as soon as possible.

We should provide courses emphasizing career path options for those who wish to promote or move into investigative positions.

Response: The 2015 Meet and Confer agreement provided extra step pay for investigators if they completed additional training steps established by the Meet and Confer agreement.

We should avail ourselves to more outside (instructor/courses) training.

Response: The department does send personnel to outside locations regularly. This practice is already in place. Officers do take advantage of outside training; many attend conferences and seminars which are provided by federal and local agencies for law enforcement. These

events often have training portions which provide instruction with certifications for technical and investigative modules.

7. Martial Arts Instructor

Would the police department consider hiring an outside person trained in BJJ or another Martial Art to train officers? The training could be done at the academy, which would make it easier to monitor attendance and on-duty injuries. Many officers are already trained in these fields and can be placed in on-duty assignments.

Response: Due to liability issues management authorizes the use of tactics that can be adequately supported through training and education.

8. RMS Training

We should train outside agencies on how to use the new Tiburon system.

Response: The department already provides outside agencies training with the new Records Management System.

9. Roll Call Training

We should use 10 minute roll call videos more frequently as part of our training strategy.

Response: LMS videos are used very frequently. The number of videos is limited in nature due to the size of the LMS unit. Currently, there is a recommendation to hire additional civilian personnel to supplement the classified members in the unit.

10. Shorten Recruit (Academy) Training Program Duration

Response: We cannot shorten the training period, due to the volume of material that needs to be covered in order to train a person for the job of police officer. We have Federal training mandates, TCOLE training mandates, training mandates as the result of court decrees and of course training with regard to HPD specific policy and procedures.

11. Tactical Training

We should have more of this type of training.

Response: For Training Year 2016, there are several hands on training classes being finalized. Additionally, the Houston Police Foundation is working on plans to construct a tactical training village on the grounds of the Academy.

12. Training for Sergeants, Lieutenants, and Captains

We need to focus on APC and workers comp issues. Although there are at least two General Orders on these subjects, there is a great deal of uncertainty on how to address both legitimately injured employees as well as malingerers. Often, it seems that supervisors do not know policy, are confused on how to apply policy, and/or are afraid to talk to their subordinates about injuries and medical issues that affect workplace performance. This makes sense because it is a slippery slope that requires caution, but often failure to act can cause more problems down the road. Ignoring problems also does nothing to help the injured employee return to being a productive employee.

A presentation at the new supervisor schools as well as to existing supervisors up through the captain level could help address this. Educating sergeants, lieutenants, and captains on COH and HPD policies regarding APC, FMLA, and workers comp issues can help address these issues appropriately, return employees to work, and make for more informed supervisors.

Response: All supervisors receive training on Worker's Comp issues during their supervisor training. If a member feels that this training was not sufficient, please indicate so on the end of course critique. If you feel a particular course of instruction needs to be offered, please make that known to the Captain of the Training Academy or the Assistant Chief of the Professional Development Command.

The Health and Safety Unit conducts follow up investigations on employees who have been injured for an extended period of time. From time to time, private investigators are authorized to investigate employees for misconduct.

If you have questions about a policy or procedure, you can contact the Health and Safety Unit at 713-308-9200.

Another Suggestion, Different Source:

We should participate more in attending IACP leadership training courses.

Response: We have dedicated funds purposed for training and that are set aside each budget year. The department rarely denies this type of training.

Staffing Related Issues

1. BARK Unit

Negotiate with the city to hire additional animal control officers and get the police out of the dog and other animal business.

Another Suggestion, Different Source:

I have copied the body of the letter that was submitted from XXXX that was written in April of 2008 on the overtime project that we did with Animal Control. The team consisted of 6 employees, myself, one officer and 4 animal control officers, working two Sundays a month. The project was done in the months of January, February & March of 2008. HPD paid the overtime for the BARC employees and no overtime was used by HPD employees. The stats listed are for the month of March only, but the numbers were similar for January and February. Overall approximately 150 dogs were picked up off the streets and approximately 120 citations issued. (This person is suggesting we revisit this effort and consider replicating it).

Response: Although the department is often called due to issues regarding dogs, the department issued a circular in 2013 on how to respond to animal complaints. (Circular 13-0411-088) The circular states that HPD will only respond to animal calls that pose an imminent threat (i.e., death or serious bodily injury) to the citizens of Houston. All other animal-related calls will be referred to 311. Calls such as loud noise, barking dog will be handled according to HPD policies and procedures.

City Council is responsible for management of staffing of BARC through the budgetary process.

2. Bike Patrol

Increase the number of opportunities for officers to be assigned to this responsibility.

Response: Special Operations has a myriad of responsibilities which require different approaches in order to deliver police services; this includes the various types of transportation which include horses, bikes, patrol vehicles, etc. to accomplish these duties. Staffing is determined by the division commander and based on services needed to fulfill community demands.

3. Civilianization

(Use of Jailers) Instead of laying off all the jail attendants find a way to keep some and place them in the station jails thereby eliminating officers from working the jail and placing the

officers back on the street, also they could be placed in the radio room, we do not need officers working the radio room. When I first came to North Division 9 years ago they had two officers working the radio room on night shift, needless to say I did away with that and assigned only one officer in the radio and moved the other to the front lobby taking reports.

Other Suggestions, Different Sources:

There are a lot of officers in admin positions, at least at the two stations I've worked at. I think some of these positions could be merged into fewer positions and/or made civilian positions. Furthermore, it appears that when someone questions if one of these positions should exist, it's the person who is currently in that position who justifies it. What about having an outside person determine the necessity of these positions?

Hire more EPROs.

Create Public Safety Officer Positions and fill accordingly.

Reduce the number of administrative jobs in the HPD.

Response: See next response

4. Civilianization of Positions at Travis

Replace many of the officer positions at 1200 Travis with civilians who are already employed with the department. I'm guessing there are at least 150 positions at 1200 Travis that are held by police officers that civilians can easily step in with little to no training. This will put the equivalent of two academy classes immediately on patrol. Also, many of our "support staff" are not doing much to support the operations of the divisions that they are assigned. For example, in most divisions we can eliminate receptionist. Some divisions have already taken this step by replacing their receptionist with a phone and a list of phone extensions that walk-ins can call to reach various employees within the division. Everyone has a voicemail with an option for the caller to press "0" if a caller needs to immediately speak with someone. The call would then be transferred to the person who has "phone duty" for that day.

Response: Earlier this year, a staffing presentation was made to the Public Safety Committee, which was attended by all city council members or their representative. A portion of the plan was dedicated to the issue of civilianization. More specifically, approximately 440 positions have been initially identified within the HPD as possible targets for civilianization. A process was proposed to determine which of the 440 positions would actually be eligible for conversion and which would remain filled by classified personnel. There are reasons to support converting certain positions and as well as retaining classified personnel – the process helps us sort those issues out. Absent certain highly specialized positions, in most instances it is imminently less expensive to hire civilians

to perform the duties in question; but one must have the funds to proceed. Herein lays the impasse, as funds have not been designated for this purpose; Chief McClelland has decided not to implement the process until he has some assurances he can hire the necessary civilian personnel. Your suggestion of “realigning” the work of existing civilians is a good one; but it is directly affected by work responsibilities affixed to each job classification. In other words, we cannot have civilians working outside of duties associated with their job classification. We can certainly take steps to reclassify positions and that is currently being done to a limited extent. Bottom line, we will continue working at this on a piecemeal basis, until such time as funds are available that will help us increase the number of reclassifications and/or hire civilians to replace classifieds. In both instances, it will force HPD management to reconsider the type of work we want civilians to be performing.

5. Civilianization within Patrol Divisions

Remove officers from positions in the Radio Rooms at all stations, including fleet management positions and replace them with civilians who are already employed with the department. Also, front desk positions that are staffed with officers should be replaced with civilians. Only officers on light duty should be at front desk. In the rare situations where a uniform officer is needed (FSGI walk-ins and people who are turning themselves in for warrants) these citizens can be serviced by desk sergeants and/or officers in the beat of the station. Limit officers in the station temporary lock-ups to one officer per shift. With the re-assignments and elimination of the various positions being staffed with officers at stations will potentially place about 50-100 officers immediately in patrol. This would be the equivalent of 1-2 academy classes.

Response: See the aforementioned response just above.

6. Command Staff

Downsize the number of command staff positions

Another Suggestion, Different Source:

Establish “term limits” on all appointed positions.

Response: The Chief is responsible for determining how appointed classified positions will be handled.

7. Create Public Safety Officer Positions

The Highland Police Department uses these positions to handle minor injury situations. This would require each person to have a paramedic certification.

Response: We do not have resources for this.

8. Eliminate Mail Run Officers

Patrol officers are often used for the mail run. Relegate this job function to a civilian or identify a specific officer per day and ensure the mail run is completed expeditiously and the officer returned to service.

Response: Several years ago cost estimates were obtained to privatize this service. At that time a decision was made to not spend the money for this purpose. These positions would be revisited under the proposed civilianization initiative.

We will always need a mail runner. Written correspondence must travel between stations.

9. Fleet

Hire additional personnel to coordinate with the Fleet Department.

Response: We have five persons presently – do not need more.

10. Highway Patrol

Hire more personnel to increase capacity to respond and resolve traffic / mobility issues on the city's highways.

Response: This can be handled through an expansion of the Safe Clear Program. Efforts are currently being taken to determine what manpower resources are needed to address freeway mobility issues.

11. Hire Personnel for Human Resource Operation

Hire more HR personnel to handle injury on duty cases etc. A supervisor will do the initial paperwork and submit it to HR. After that, the officer will deal with an HR rep. This will illuminate all the repetitive letters from the supervisor and officers and will save monies from the excessive use of paper. Private companies don't have their supervisors handle employee injuries etc.

Response: Previously answered – the department must go by Federal and State laws in its operation, in particular the handling of injured-on-duty claims. These are Workman's Compensation laws.

12. Hiring managers or leaders of divisions who value the resources of the Department

Response: The current civilian hiring process seeks to identify the best qualified personnel for the job. Classified promotions are governed by the meet and Confer Agreement.

13. Internal Affairs

Outsource this responsibility.

Response: The department has to deal with personnel that violate policy and or local, state and or federal laws. The Houston Police Department has chosen the Internal Affairs Division to be the investigative division responsible for documenting the alleged violation (complaint) and subsequent investigation. Some of these violations result in the firing of personnel, which include the threat of potential lawsuits. Personnel themselves may also be the focus of legal action from outside the department entities. Internal Affairs Division through its investigative process provides the department with the documentation needed for these legal issues. The department prefers to have oversight in this process.

14. IFR

Expand the number of personnel working in this division.

Response: Current staffing levels preclude management from significantly expanding any particular division staffing allotments unless there are particular reasons to do so. In actuality, in a no growth environment, maintaining the proper balance of existing staff is the biggest challenge.

Another Suggestion, Different Source:

Disband IFR and return to divisions as they are not running certain types of calls.

Response: No – IFR has been beneficial to the department.

15. Lateral Entry Classes

Increase the number of opportunities for lateral entrants to come to the HPD.

Response: Lateral Entry Classes have not been utilized within HPD for several reasons.

First of all, it is very difficult to get a class full of police officers from other agencies to quit their departments at the same time so they can start at the HPD Academy.

Second, a certain percentage of lateral candidates commit to HPD only to decline at the last minute because of “cold feet.” They choose to remain with the current agency which causes a lot of wasted work in recruiting.

Third, TCOLE rule 143.105 requires a lateral entry candidate to have 5 years law enforcement experience. Additionally, the Meet and Confer agreement requires an officer to have 5 years with HPD before being eligible to take the sergeant exam. This creates a

situation in which an officer must wait 10 years before even considering taking their first promotion exam. (And that is assuming that the timing is right. It is possible an officer might have to wait 12 years.) This discourages a lot of “laterals” with aspiration for promotion from applying.

Fourth, with the new 25 year retirement requirement also discourages laterals from applying (because they do not want to work for 30 years before retirement).

Fifth, there is very little to be gained by the department financially for hosting lateral classes. At the end of the probationary period, the cost “savings” is negligible. With the small cost savings, HPD trades very valuable HPD cultural training of the new officers for a small gain.

16. Mandatory Rotations to Include Lieutenants (similar to Captains)

Response: Management does not think lieutenants should be forced to rotate.

17. MRTs

In regards to the MRT units that are assigned to Traffic Division, I believe if the city hired some more and assigned them to a patrol station, they could be used more efficiently. Keep the ones we need to work out of 61 Riesner for the special events and etc.... But if every Command station had 3-4 assigned to them (smaller stations 1-2 assigned to them) and they worked during the times when most accidents drop or heavy traffic (Evening Shift), they could check by with officers for traffic control on the freeways, or any major incident requiring traffic control and that would release up patrol officers to run calls.

If they were actually assigned to the patrol division, we would know exactly what they are doing and could have more accountability over their productivity.

Response: Expand MRT; this is being evaluated at present. We are looking at station versus central – where is the best place? Ultimately where they are assigned should correspond to their primary responsibilities.

18. Mobile Storefronts

Create the capacity to have and utilize mobile storefronts versus continued use of a fixed facility approach

Response: Resource availability restricts what can be done to expand, relocate or realign the storefront concept.

19. Narcotics Task Force

Expand the number of positions to work on the task force.

Response: This is a personnel issue and managed by the division commander.

20. Polygraph

Hire more personnel for this Unit.

Response: At present we do not need additional personnel in the Polygraph Unit.

21. Professional Volunteers – increase use of within the HPD

Response: This would be good to do – increase volunteers. We presently do have a volunteer program and applications can be found on the Houston Police web page.

22. Re-allocate Identified Lieutenant Positions

Identify lieutenant positions that have one or two direct reports and re-allocate to areas in need of reducing the supervisor-subordinate ratio. For instance, there is no need for an administrative lieutenant if the only direct report is an administrative sergeant.

Response: Sometimes the ratio is off or there are occasions where a supervisory lieutenant has to be in the assignment position in which there are few staff members reporting to the position. We always evaluate and monitor allocation of personnel.

23. Tactical Unit Staffing

Another suggestion, I don't know minimum staffing for the Divisional Tact units or the Division Gang Task Force at each station, but at Southeast, its 10 officers for the Tact Unit and 10 Officers for Gang unit. I know they do a great job but if that was maybe limited to 8 for tact and 8 for gangs, that would put 4 more spots back into patrol at that station.

Response: We do evaluate every 90 days.

When a specialized unit such as Vice, Homicide, Narcotics and etc. get on the police radio and request for marked units to assist in the area, it seems that Gangs or Tact units are always doing something else so we have to designate one or two patrol units to help them out, which pulls them out of the calls for service and being a back-up unit. A solution to this is to allow the proactive units that utilize patrol units for assistance to complete their mission in the field to have a designated spot within their division to have a uniformed spot where they utilize their own officers during investigations and they don't tie up a patrol

officer. We are always eager to help these units but it can sometimes put a burden on patrol when it comes to taking units out of service to assist them.

Response: The availability of patrol units constantly varies with the call load for that time and location. If undercover or proactive units require the support of on-duty marked units they should plan and coordinate that support prior to the operation which would allow for the use of marked Gang or Tactical Units. If the event occurs instantaneously those undercover units will need to have available support to meet operational needs, and dispatch should be aware of the investigation. If this places a burden on the availability of patrol units a supervisor should be advised of the situation and take the appropriate action.

24. Teleserve / PDU

Increase the number of personnel working this unit as it benefits patrol operations by freeing up time for officers to address crime and disorder issues.

Response: When staffing permits, additional classified or civilians will be assigned to the Alternative Response Unit in the Emergency Communications Division (ECD). This does not preclude patrol captains from assigning division personnel to perform the tasks temporarily within their station. Before doing so efforts should be taken to liaison with the ECD captain to ensure proper protocols are followed.

25. Trainers

Re-examine how “trainers” (field training) are performing their jobs to ensure they are performing their responsibilities properly.

Another Suggestion, Different Source:

What assurances do we have the Training Division is selecting the best personnel to be field trainers?

Response: Field Trainers are constantly being evaluated for their performance. Several Field Trainers in the last year have been removed from their duties due to lack of performance. The Training Division does not select Field Trainers. The Field Training Office (of the Training Division) takes recommendations from the Division Commander who, in turn, takes recommendations from his/her staff. Once the officer completes the FTI training course, his/her performance is monitored by the Field Training Office.

Technology Related Issues

1. Cameras

How effectively are we installing cameras in “Hot Spots” (England does this) and have the Command Center monitor?

Response: As of 4/7/2015 there are 603 cameras installed in the downtown Houston area, HPD Air Support, BBVA Stadium, Minute Maid Stadium, NRG Stadium and at selected critical infrastructure sites. These cameras are funded by Department of Homeland Security grants through the Mayor’s Office of Public Safety and Homeland Security and are supported by HPD Technology Services Command. The system is called the Public Safety Video Initiative (PSVI) and is a collaboration of a Public/Private partnership to share video resources in the downtown Houston area. Each Command, the HEC and the Real Time Crime Center have PSVI workstations to access the video cameras. As grant money is received additional cameras are added to the system. The location of the cameras is based on a number of factors, critical infrastructure, crime suppression, high incident locations, availability of supporting infrastructure, costs, etc., in order for HPD to receive the best return on their investment. The primary purpose of the PSVI is the protection of critical infrastructure.

Another Suggestion, Different Source:

Why doesn’t the HPD use speed cameras (photo radar) to reduce crashes and injuries?

Response: H.B. 922 Enacted on 6/27/2007 prohibits the use of photo radar enforcement by municipalities.

By: Truitt H.B. No. 922

A BILL TO BE ENTITLED

AN ACT

relating to the power of a municipality to enforce compliance with speed limits by an automated traffic control system.

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF TEXAS:

SECTION 1. Subchapter B, Chapter 542, Transportation Code, is amended by adding Section 542.2035 to read as follows:

Sec. 542.2035. LIMITATION ON MUNICIPALITIES.

(a) A municipality may not implement or operate an automated traffic control system with respect to a highway under its jurisdiction. The attorney general shall enforce this

subsection.

(b) In this section, "automated traffic control system" means a photographic device, radar device, laser device, or other electrical or mechanical device designed to:

(1) record the speed of a motor vehicle; and

(2) obtain one or more photographs or other recorded images of:

(A) the vehicle;

(B) the license plate attached to the vehicle; or

(C) the operator of the vehicle.

SECTION 2. This Act takes effect immediately if it receives a vote of two-thirds of all the members elected to each house, as provided by Section 39, Article III, Texas Constitution. If this Act does not receive the vote necessary for immediate effect, this Act takes effect September 1, 2007.

2. Document Tracker

What is the status of this issue?

Response: A new version of the Document Tracker was implemented that will also include Civilians.

3. Drones

What is the status of determining if drones have value for the HPD?

Response: Drones have a place in HPD for as long as the video produced by the drone can be classified, and incorporated into the Enterprise Video Solution being evaluated for purchase, which will be initially used to centrally manage Dashboard Camera, and Body Worn camera videos for the department.

4. Electronic Signatures

How can we expand the use of e-signatures to expedite completion of certain requests (i.e., office supplies)?

Another Suggestion, Different Source:

Can we use e-signature and e-file to handle JPRs?

Response: Some research has been done in the past where Adobe and Microsoft products were evaluated, but came out short in several areas. Since then, the electronic signature technology has improved significantly, and Technology Services is scheduled to research it once more during the next budget year. Technology Services objective has been to use this technology to reduce the amount of paper circulating in the department that requires signatures.

5. Paperless

I have a suggestion that could reduce the amount of paper and ink we use in the department thus reducing the cost of supplies. That is to go more paperless throughout the department. Recently, some of our overtime slips were misplaced and I thought to myself, why are we still doing paper overtime slips given the technological advanced age in which we live. Our weekly time report is paperless; our training scheduling is paperless, etc. So, why couldn't overtime slips and other related documents also be paperless which would be more efficient and it would significantly reduce the amount of paper we use? With regards to the overtime slips, the employee could complete the form on-line, electronically sign it and then send it electronically to the appropriate supervisors for final approval. I understand there probably are a plethora of technical issues associated with this quest, but I believe it can be done because banks, insurance companies and many other businesses are doing it that way. This would be especially helpful with the HPD's payroll protocol.

Response: This will be possible, as soon as an Electronic Signature system is in place. See response to number 4 above.

6. Passwords

What can be done to reduce the number of passwords we have to use to conduct our jobs?

Response: CJIS security policy and security best practices dictate that individuals accessing systems with CJ, operational, or otherwise sensitive information should be challenged for credentials unique to them for logging and auditing purposes.

7. Phone App

Why doesn't the HPD have a phone app like other police departments as a way of assisting citizens?

Response: Technology Services is presently working on an HPD Smart Phone Mobile App. One has already been developed and is presently being vetted.

8. Records Management System

I remember back several years when you began working on the “new & improved” report writing computer system! You said that it would revolutionize report writing and make it easier on everybody. I attended the 3 days of instruction and was not able to understand & pick up on your product, nor have I since been able to make neither heads nor tails of it as of today. I understand the objective of helping investigators access a wealth of information that they either couldn’t before or required much time consuming keyboard hours. As far as simple old patrol officers who are not computer literate ... like me ... you have given us a nightmare. Since I can no longer enter a simple offense report let alone having to mess with tow slips, booking blotters, charges, accidents and diagrams etc. ... I am no longer able to do my job as a police officer.

Response: We are actively working to improve the system. We are averaging 2220 reports per day as of April 6 at 1415. If the person is willing, someone from the RMS Support Team will work with this person one-on-one if they so desire.

Other Suggestions, Different Sources:

Too much of what we do is just way too time consuming with no gain. I just don’t know if the needed fixes can be made.

Response: Without specifics, it is difficult to provide an adequate answer this question.

Crime Lab Reports – Supplement Report vs. Placing in LIMS

Sir, in regards to the class/training we took, as an Investigator who receives Crime Lab reports and reports from the Vehicle Examination Building (VEB), it is quite time consuming for having to go into the LIMS in order to get reports. These reports should be in a Supplement Report. Instead, we Investigators are being referred to the LIMS. Can we get help on this? This change would greatly be appreciated on an Investigator’s standpoint.

Response: This is an issue but it is the lab who has advised that they are not entering supplement reports. It was decided during the RMS design sessions that LIMS would not automatically generate supplements to RMS since investigators could go to LIMS directly for information.

Take steps to reduce processing delays of open cases which hinders case investigations.

Response: Without knowing which delays are being addressed it is impossible to answer this question. RMS has a monthly meeting with the investigative divisions to address issues relating to investigations. Their division representative can certainly bring any topics their division is having issues with.

Increase access to Super User support to 24 hours.

Response: The Academy is creating classes for additional training to FTOs and FTSS. Those classes could be used to retrain current Super Users or additional ones in order to increase the number of super users in the department.

Since the adoption of Tiburon, what is the status of divisions in need of database adjustments?

Response: Without knowing what databases the employee is talking about it is impossible to answer this question. The divisions build their own databases, they should provide the status.

Will an effort be made to determine the types of reports that could be viewed online?

Response: At present all offense reports are capable of being viewed online. There are some restrictions in that some offense reports, because of the nature of the investigation, are coded confidential, thus limiting their view.

What efforts are being made to ensure all completed cases are being reviewed by a respective supervisor?

Response: The process for reviewing completed cases is in the RMS system. SQL reports have been written to provide supervisors easier view of reports in various statuses (IP, OA, SA or UA) and the issue is being addressed by Executive Management.

9. Smart Cards – increase the use of

Response: In an attempt to reduce the number of items HPD employees must carry to satisfy CJIS requirements for multi-factor authentication on certain mobile devices, Technology Services is evaluating software solutions that employ biometric technology (i.e., fingerprint scanning or facial recognition) to satisfy one of those factors. The solutions being evaluated also support several other technologies for authenticating employees, including Smart Cards. However, the decision whether or not to utilize Smart Cards at HPD will be made by HPD executive leadership.

10. Streaming Videos

Can anything be done to determine if we can develop the capacity to stream videos into patrol cars as officers respond to scenes (e.g., robbery of convenience stores, bank robberies, etc.)?

Response: At this time there is not sufficient bandwidth on the current 4G LTE cellular network to live stream videos to patrol vehicles with enough quality to be useful. The live

stream video at best would be of very low quality and “choppy” and would degrade even further as more users attempted to stream live video simultaneously. As cellular technology continues to improve and video compression methods achieve greater compression without sacrificing quality, this may become possible in the future.

11. Time Entry System

When was the last time someone looked at this to determine if improvements could be made?

Response: The Time Entry System being used is a City of Houston application. It has only been in use two or three years. Technology Services is not aware of any planned improvements to the current system.

12. Technological Efficiencies

Reduce the number of PCs, monitors, and printers that are left powered up after hours and on the weekends when there are no employees using them. This should reduce a considerable amount of electricity usage.

Response: City IT (HITS) and GSD are working to implement a power management solution for desktop computers and peripherals in all City departments. To that end, Technology Services is working with both HITS and GSD on a power management solution for HPD that will not disrupt operations in areas required 24x7 or hamper our need to periodically update/patch computers after-hours. No date has been set, as of yet, for implementation of a power management solution at HPD.

Vehicle Related Issues

1. Fuel

I have been told that the COH has a contract with a vendor to supply fuel for all city vehicles and that each department reimburses the COH for the fuel that they receive/use. Is it possible to re-negotiate the contract based on current prices? If not, I would recommend that the HPD issue gas cards to all drivers of take home vehicles and as many marked units as possible. They could use the cards to purchase fuel for their vehicles at current prices if the price of fuel is currently higher in the city contract. I would recommend that if possible, we try this for a month to determine how much could be saved. Is there a cost to obtain additional fuel cards? Personnel costs to reconcile the fuel charges on the cards?

Response: We already pay government rate and it is price adjusted. We use cards – but fuel cards are more expensive and not usable for the purchase of wholesale fuel.

2. Hybrid Vehicles

Why isn't the HPD using hybrid vehicles for certain types of job operations?

Response: We have some hybrids in our fleet. However the question sometimes is asked "are they the best for acceleration?" Hybrid vehicles may not provide police with the ability to respond rapidly. We have to monitor their use as police vehicles for there are limitations.

3. Lease Vehicles

Has the HPD determined if an expansion of lease vehicle use would be more helpful than always relying on the purchase of additional vehicles?

Response: We use lease vehicles already. When one considers all costs, leasing vehicles over the long-term is more expensive then purchasing unmarked vehicles, thereby reducing our ability to expand fleet usage.

4. Segway Vehicles

Would this be a more efficient way of allowing personnel to address parking violations throughout the downtown district?

Response: We have four Segway Vehicles in the downtown area and one for 1200 Travis.

5. Use Smart cars

... and / or lease city vehicles instead of purchasing where feasible.

Response: This is similar to hybrid issue, in that they may be too small or not capable of providing the power needed for policing. Also, see response to question 3 above regarding lease vehicles.