POLICE

MISSION STATEMENT:

The Cedar Hill Police Department is dedicated to providing the highest quality service that promotes and maintains a safe environment in partnership with the community consistent with our values.

CORE FUNCTIONS:

1) **Patrol** - Provide timely response to calls for service and the protection of people and property; Develop problem-solving and crime prevention strategies with citizen and business groups; Provide safe flow of traffic throughout the City, enforce traffic laws and prevent accidents

2) **Criminal Investigations** - Investigate reported crimes and alleged offenses; Gather, analyze and share intelligence information; Recover evidence and stolen property; File cases, arrest offenders and assist victims

3) **Information and Technical Support** - Maintain and provide accurate police information; Safeguard property and evidence; Provide information and education on police service programs, crime trends, problem solving; Reporting and false alarm prevention to the community

4) **Police Administration** - Provide overall direction and leadership for all police services utilizing "best practices" in law enforcement; Establish and review policy; Prepare and implement annual work plan and budget; Coordinate with other city departments and local governmental entities; Maintain accreditation status

5) **Professional Standards** - Investigate complaints; Conduct internal affairs investigations; Recruit and train for excellence

2016 – 2017 WORKPLAN

CORE FUNCTION: #1 Patrol

Action:
- Maintain high patrol visibility and deter criminal activity throughout the City
- Respond to all service calls in a prompt, courteous and safe manner
- Provide accurate information and caring assistance to citizens and victims
- Conduct preliminary investigation on all incidents
- Enforce appropriate laws, arrest offenders and issue citations
- Maintain emergency preparedness
- Problem solve with Neighborhood Watch Groups and businesses
- Monitor and enforce traffic laws in high congestion/accident areas
- Place Speed Sentry Traffic Sign Devices in targeted areas
- Initiate special proactive enforcement for crime trends

Activity Measurement:
- Maintain average emergency response time below six minutes for calls that involve injury or high threat to life
- Maintain average response time below 16 minutes for non-emergency calls that do not involve injury or high threat to life
- Provide patrol minimum staffing of at least one supervisor and five officers on the streets at all times
- Maintain a violent crime rate against persons of less than 2.5 crimes per 1,000 residents annually*
- Maintain a crime rate of fewer than 40 Index Crimes (Part I Crimes) per 1,000 residents annually*
- District patrol officers attend at least one Neighborhood Home Association/Crime Watch meeting for each active group in their beat
- Perform 100% compliance checks on all registered sex offenders monthly
- Decrease residential burglaries by 5% during proactive enforcement initiatives
- Participate in at least two national or state traffic safety initiatives for the recognized/specified time period annually

*Explanatory Information:
Reporting periods are based on calendar years instead of fiscal years because of state and federal reporting requirements. Safety of communities is generally measured by the State Crime Index, measuring the number of violent and non-violent crimes per 1,000/population. Part I crimes are considered to be criminal homicide, robbery, rape, aggravated assault, burglary, larceny, motor vehicle theft and arson. Part I crimes against persons are criminal homicide, rape and aggravated assault offenses.

Meets City Council's Premier Statements:
Cedar Hill is Safe.
Cedar Hill has a Strong and Diverse Economy.

CORE FUNCTION: #2 Criminal Investigations

Action:

- Document and investigate all criminal activity and offense reports
- Prepare arrest and search warrant affidavits
- Conduct interviews/arrest suspects
- File appropriate charges and provide testimony at grand jury/court
- Recover stolen property
- Provide timely feedback to crime victims
- Maintain intelligence files and appropriate data bases
- Utilize available technology and crime analysis in directing police resources, investigations and filing of cases
- Support community awareness for dangerous criminals

Activity Measurement:

- Maintain a 90% acceptance rate on cases filed with the District Attorney
- Contact victims of persons crimes within five business days of receiving assigned case
- Detectives attend one Neighborhood Home Association/Crime Watch meeting for each active group per year
- Maintain a clearance rate of at least 30% for Index Crimes and a clearance rate of at least 35% for overall crimes annually
- Achieve 30% of property recovered-to-stolen ratio annually
- Provide daily crime analysis reports to Field Operations Bureau

Meets City Council's Premier Statements:
Cedar Hill is Safe.
Cedar Hill has a Strong and Diverse Economy.

CORE FUNCTION: #3 Information and Technical Support

Action:
- Provide public education and information on problem solving, reporting, crime prevention programs and false alarm prevention for neighborhoods and businesses
- Provide accurate and timely police information
- Protect integrity of impounded evidence and property
- Document and investigate non-emergency service calls to support patrol core function
- Continue web-based and telephone reporting system for the public
- Utilize Access Cedar Hill and other social media outlets to provide service and information

Activity Measurement:
- Provide web page reports of crime "hot spots" and prevention strategies within ten business days of completed police action(s)
- Update the department web page with police statistical information within 15 business days of the preceding reporting month's end
- Conduct annual Property Room Audit with 100% accuracy for items within our custody
- Make police reports available to the public within five business days from report of incident
- Provide a Police Report Blotter to City Council within ten days of the preceding month's end

Meets City Council's Premier Statements:
Cedar Hill is Safe.
Cedar Hill has a Strong and Diverse Economy.

CORE FUNCTION: #4 Police Administration

Action:

- Continue communications with the CHISD Police and implement identified service enhancements
- Acknowledge department members' involvement in customer service initiatives and formulating innovative ideas that promote cost savings
- Continue to aggressively pursue grant funding and cooperative regional efforts
- Continue random customer service surveys by sending out monthly surveys and track returns of Customer Service Survey instrument to every 100th citizen or business initiated police service call
- Maintain "recognition" status
- Update and review department policies
- Develop Public Information Officer role and manage social media
- Redefine Police Chaplain program

Activity Measurement:

- Continue monthly intelligence meetings with CHISD Chief and/or his designee
- Submit required financial grant reports (quarterly /annually)
- Maintain an overall 90% customer approval rating for police services based on returned Customer Service Surveys
- Electronically submit required annual reports for "recognition" status
- Update and maintain social media platforms daily and department website monthly
- Implement Police Chaplain team

Meets City Council's Premier Statements:
Cedar Hill is Safe.

CORE FUNCTION: #5 Professional Standards

Action:
- Continue to develop department personnel through a comprehensive strategy of recruitment selection, promotion and training designed to encourage excellence through diversity
- Maintain state license for contractual training
- Investigate citizen complaints
- Conduct administrative investigations
- Continue to develop command personnel for succession through a comprehensive strategy of training and opportunities designed to encourage leadership excellence

Activity Measurement:
- Complete investigations within 30 calendar days of assignment unless an extension is granted.
- Department supervisors will attend at least two professional development courses beyond required training.
- Provide annual reports to maintain recognition status.
- Maintain 100% compliance of state mandated training requirements
- At least one command personnel attend an advanced police management training course through the Law Enforcement Management Institute of Texas or FBI National Academy

Meets City Council's Premier Statements:
Cedar Hill is Safe.

SUMMARY - POLICE DEPARTMENT

EXPENDITURES	ACTUAL	ACTUAL	BUDGET	EST.	FISCAL YEAR 2016-2017		
	FYE 14	FYE 15	FYE 16	FYE 16	CONTINUED	GROWTH	PROPOSED
Personnel	$ 6,990,105	$ 7,244,472	$ 7,375,680	$ 7,584,897	$ 7,751,251	$ 49,036	$ 7,800,287
Supplies	239,729	192,130	268,315	170,649	266,985	1,000	267,985
Maintenance	108,391	102,814	102,905	92,835	102,455	-	102,455
Services	903,568	916,819	645,200	642,450	657,640	-	657,640
Utilities	35,347	29,993	31,955	27,025	27,025	-	27,025
Lease/Rentals	71,875	115,315	172,855	165,966	203,713	-	203,713
Miscellaneous	118,970	138,578	152,025	132,350	154,004	2,500	156,504
Capital	5,803	3,948	5,000	3,500	-	-	-
Grant Expenditures	1,200	-	-	-	-	-	-
TOTAL Dept. Budget	**$ 8,474,988**	**$ 8,744,069**	**$ 8,753,935**	**$ 8,819,672**	**$ 9,163,073**	**$ 52,536**	**$ 9,215,609**

STAFFING	ACTUAL	ACTUAL	BUDGET	EST.	FISCAL YEAR 2016-2017		
	FYE 14	FYE 15	FYE 16	FYE 16	CONTINUED	GROWTH	PROPOSED
Police Chief	1.00	1.00	1.00	1.00	1.00	0.00	1.00
Assistant Police Chief	2.00	2.00	2.00	2.00	2.00	0.00	2.00
Lieutenant	7.00	7.00	7.00	7.00	7.00	0.00	7.00
Sergeant	7.00	7.00	7.00	7.00	7.00	0.00	7.00
Police Corporal	7.00	7.00	7.00	7.00	7.00	0.00	7.00
Police Officer	38.00	38.00	38.00	38.00	38.00	0.00	38.00
Police Information Supervisor	1.00	1.00	1.00	1.00	1.00	0.00	1.00
Forensics Manager (Grant)	1.00	1.00	1.00	1.00	1.00	0.00	1.00
Crime Victims Assistance Manager	1.00	1.00	1.00	1.00	1.00	0.00	1.00
Crime Analyst	1.00	1.00	1.00	1.00	1.00	0.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	0.00	1.00
Civilian Investigator	1.00	1.00	1.00	1.00	1.00	0.00	1.00
Executive Secretary	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Investigative Aide	1.00	1.00	1.00	1.00	1.00	0.00	1.00
Community Service Officers	2.00	2.00	2.00	2.00	3.00	0.00	3.00
Lead PSO	1.00	1.00	1.00	1.00	1.00	0.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00	0.00	1.00
Police Records Clerk	2.00	2.00	2.00	2.00	2.00	0.00	2.00
Alarm Billing Coordinator	1.00	1.00	1.00	1.00	1.00	0.00	1.00
Public Service Officer	4.00	4.00	4.00	4.00	4.00	1.00	5.00
P-T Community Service Officers	1.60	1.60	1.40	1.40	0.00	0.00	0.00
Property Room Coordinator	1.00	1.00	1.00	1.00	1.00	0.00	1.00
P-T Scanning Clerk	0.50	0.50	0.50	0.50	0.50	0.00	0.50
TOTAL Department Staff	**83.10**	**83.10**	**82.90**	**82.90**	**82.50**	**1.00**	**83.50**

REPLACEMENT VEHICLES & EQUIPMENT:	ACTUAL COST	LEASE COST	FUNDED
Patrol Vehicle (6)	$168,000	$51,645	Partial (3)
Administrative Sedan	$22,000	$6,764	Yes
Tough Books (2)	$10,000	$2,583	Yes

PROGRAMS:	PRIORITY	COST	FUNDED
Public Service Officers (2)	1	$ 105,300	Partial (1)
Community Service Officers (2)	2	$ 38,090	No
Administrative Secretary	3	$ 52,665	No

One Public Service Officer is included in the City Manager's Budget.

Program One (1): Public Service Officers (2)

Program Cost: $105,300
Tax Rate Impact: $0.0034

Option 1 Cost: $82,524
Option 2 Cost: $52,536 (This option is included in the City Manager's Budget)
Option 3 Cost: $38,873
Option 4 Cost: $30,760
Option 5 Cost: $15,045

Included in City Manager's Budget: Partial (One Public Service Officer)

Program Description:
This program requests two (2) Public Service Officers.
After the Southwest Regional Communications Center opened in late 2000, six (6) Public Service Officer (PSO) positions remained at the Police Department.

- During FY 2001-02, the Police Department converted one (1) PSO position to Police Information Supervisor (PIS) and gave up another PSO position as its buy-in to the regional jail — leaving four PSOs.
- In 2008, the City added one (1) PSO position (per Buracker study recommendation), raising the PSO total to five.
- In FY 2012-13, the Police Department converted one (1) PSO position to Lead PSO (LPSO) position, lowering the PSO total to four (4).

Due to an insufficient relief factor, the police information supervisor continues to perform PSO and property room functions — in addition to supervising 11 members in four (4) different units.

The rapid implementation of our body camera program has significantly increased the number of video recordings that have to be reviewed, stored, electronically uploaded, and managed for evidentiary purposes. The 2014 Morton Law requires police departments
to maintain all evidence related to any criminal case for disclosure to the prosecutor and defendant.

Program benefits and outcomes:
- The fifth PSO will refill the PSO position converted to the LPSO position and provide a minimal relief factor. According to the Cedar Hill Police Department management study report, "It takes at least five employees to provide coverage for one 24/7 position." (Carroll Buracker and Associates, Inc., 2007, pp. 175, 181)
- The sixth PSO position provides the following benefits:

- o Allows for two PSOs (or one PSO and the LPSO) to be on duty Monday through Friday during regular business hours, to improve daytime customer service
- o Provide sufficient relief factor for staffing (no longer need PIS or overtime to cover shifts)
- o Provide the necessary staffing to perform additional support functions:
  - ▪ Perform pawn detail: collect pawn tickets from area pawn shops; sort, analyze, and enter pawn tickets pawn in the Pawn module; and, make appropriate notifications to area agencies related to properties from their jurisdictions
  - ▪ Perform all technical requirements for our department videos (body camera and in-car)
  - ▪ Expand the number of days and hours for fingerprinting citizens
- o Help make internal operations be more efficient and effective by increasing work productivity
- o Provide the ability to overlap shifts during peak periods
- o Allow for the cross-training of one (1) of the PSOs to perform property functions

Option:
1) Refill with full-time and convert one part-time position
2) Refill with one full-time position
3) Refill with convert one part-time position
4) Refill with two part-time positions
5) Refill with one part-time position

If this program is not funded:
- Due to an insufficient relief factor, the police information supervisor will continue to perform PSO and property room functions — in addition to supervising 11 members in four different units
- May have an impact of lower level of customer service
- Negative impact of support services to city/department employees
- Negative impact on managing our department video recordings

This program reflects City Council's Premier Statements:
Cedar Hill is Safe.

Finance Department's Comments:
- This program includes one microcomputer budgeted in the Information Technology's Department. The budgeted cost of the computer is $1,000.

Program Two (2): Community Service Officers

Program Cost: $38,090
Tax Rate Impact: $0.0004
Option Cost: $18,431

Included in City Manager's Budget: No

Program Description:
This highly successful program requests adding two part-time Community Service Officers. These positions will continue to deliver "Premier" customer service with cost-effective use of valuable police resources.   This would give the Police Department a total of five (5) Community Service Officers (Three full-time and two part-time), to assist in taking field reports, following-up investigations, in lieu of a Police Officer, and supporting implementation of an alternative reporting procedure for specific types of police service calls as recommended by *Carroll Buracker & Associates, Inc.* Staffing and Management Study (hereafter referred to as CBI).   Utilizing Community Service Officers was also identified by the management study as a police "best practice" in law enforcement.

Program benefits and outcomes:
- Cost savings for utilizing the entire CSO Program instead of Police Officers in this program is approximately $180,000 ($30,000 each),
- Handle approximately 8,000 lower priority service calls (annually) in the field and at the police station,*
- Provide evening coverage for report-taking,
- Assist in follow-up investigations,
- Performance objectives of a 20 minute response time for non-emergency service calls and high visibility intervals of every eight hours for arterial roadways and every 12 hours for residential.

*Utilizing automated staffing models (CBI's Service Standard Index Model and Allocation Model for Police Patrols) for business and citizen initiated service calls.

Option:
- Fund one part-time Community Service Officer through the General Fund.

If this program is not funded:
- Level and quality of current police services may be negatively affected as officers devote time to lower priority calls,
- Officers will have less time to spend in retail shopping areas which will reduce safety perception in retail shopping areas and neighborhoods,
- Unable to reallocate valuable police officer resources to proactively focus on crime trends or higher priority calls,
- Crucial call taking time may be compromised at regional dispatch for minor reports,
- Customer dissatisfaction for delayed police response may occur.

This program meets City Council's Premier Statement:
Cedar Hill is Safe:
- Maintain position as the safest city in the BSW area and in the top tier of North Texas cities
- Maintain zero tolerance for crime in Cedar Hill

Finance Department's Comments:
- This program includes one microcomputer budgeted in the Information Technology's Department. The budgeted cost of the computer is $1,000.

Proposed Program Description
Police

Program Three (3): Administrative Secretary

Program Cost: $52,665
Tax Rate Impact: $0.0017
Option Cost: $15,044

Included in City Manager's Budget: No

Program Description:
This program requests a full time Administrative Secretary that will serve as Administrative Assistant to the Assistant Chiefs. In 2007, two (2) administrative support positions were recommended by *Carroll Buracker & Associates, Inc.* (CBI) for the Assistant Chiefs. One (1) part time Administrative Secretary was added in FY 2008-2009 and converted to full time in FY 2013-2014 using the red light camera fund.
Police operations are a 24-hour a day City core function that requires "premier" customer service, accurate record keeping and fiscal responsibility from its support staff. The 2007 CBI Management Study recommended 24 full-time civilian support staff positions. We currently have 21 full-time civilian staff

Options:
   1) Add one part-time Secretary (20 hours per week).

If this program is not funded,
   • It may be difficult to maintain fiscal responsibility,
   • Poor file maintenance may result,
   • Accounting errors may result from an overworked and understaffed civilian staff,
   • Customer service will most likely decrease,
   • Grant funding may be jeopardized,
   • Overtime may increase.

This program reflects City Council's Premier Statement:
Cedar Hill is Safe.

Finance Department's Comments:
This program includes one microcomputer budgeted in the Information Technology's Department. The budgeted cost for the microcomputer is $1,000.

POLICE VEHICLES AND EQUIPMENT

ITEM	MARK IF UNRELIABLE	YEAR	MILEAGE	ID	COST	ESTIMATED LIFE	CM APPROVED
VEHICLES:							
Chevy Van #504		2005	28,936	Crime Scene			
Chevy Van #505		2005	30,599	FYVS			
Ford Crown Victoria #601		2006	84,962	COPS			
Ford Crown Victoria #602 / ALPR	X	2006	101,866	COPS	$42,000	5 Years	No
Ford Taurus #609		2006	78,438	CID			
Chevy Impala #710		2007	87,500	CID			
Chry Aspen #711		2007	122,383	CID/seized			
Ford Crown Victoria #805		2008	86,275	COP			
Ford F150 #807		2008	20,027	PSD			
Ford F150 #808		2008	74,526	CID			
Chevy Impala #809		2008	75,000	CID			
Ford Crown Victoria #810		2008	71,216	Traffic			
Ford Escape #901		2009	38,149	CSO			
Ford Escape #902		2009	46,664	CSO			
Ford Escape #903		2009	30,477	CSO			
Ford Ranger #904		2009	25,864	CSO			
Chevy Tahoe #1001		2010	101,057	Patrol K-9			
Chevy Tahoe #1002		2010	92,397	Patrol K-9			
Chevy Impala #1003		2010	87,159	CID			
Chevy Impala #1004		2010	59,426	CID			
Ford Taurus #1005	X	2010	115,147	Admin	$24,000	5 Years	Yes
Ford Explorer #1006		2010	72,426	CID			
Chevy Impala #1007		2010	37,752	CID			
Chevy Impala #1008		2010	66,701	CID			
Ford Crown Victoria #1009		2010	75,844	PACT			
Ford Crown Victoria #1010		2010	66,468	PACT			
Ford Crown Victoria #1104	Replacing 602	2011	74,929	Patrol	$42,000	5 Years	No
Ford Crown Victoria #1106	X	2011	87,113	Patrol	$42,000	5 Years	Yes
Ford Crown Victoria #202	X	2011	89,865	PACT	$42,000	5 Years	Yes
Ford Crown Victoria #203 / ALPR		2011	59,962	Patrol			
Ford Crown Victoria #205	X	2011	86,098	Patrol	$42,000	5 Years	Yes
Ford Crown Victoria #206	X	2011	76,118	PACT	$42,000	5 Years	No
Ford Explorer #201		2013	63,857	Traffic			
Ford Explorer #204		2013	55,680	Traffic			
Ford Explorer #207		2013	24,752	Patrol			
Ford Explorer #208		2013	58,804	Patrol			
Ford Explorer #209		2013	38,387	Patrol			
Ford Explorer #210		2013	56,001	Patrol			
Ford Taurus # 290		2013	88,402	Adm			
Ford Fusion #293		2013	25,926	PSD			
Ford Fusion #294		2013	57,632	Admin			
Ford Explorer #211		2014	46,966	Patrol			
Ford Explorer #212		2014	53,808	Patrol			
Ford Explorer #213 / ALPR		2014	43,453	Patrol			
Ford Explorer #214		2014	34,848	Patrol			
Ford Explorer #215		2015	10,659	Patrol			
Ford Explorer #216		2015	14,843	Patrol			
Ford Explorer #217		2016	5,039	Patrol			
Ford Explorer #218		2016	55	Patrol			
Ford Explorer #219		2016	2,435	Patrol			
Ford Explorer #220		2016	55	Patrol			
Ford Explorer #221		2016	4,662	Patrol			
Ford F150 #507		2016	590	CID			

POLICE VEHICLES AND EQUIPMENT

ITEM	MARK IF UNRELIABLE	YEAR	MILEAGE	ID	COST	ESTIMATED LIFE	CM APPROVED
Dodge Ram Crew Cab Pickup #276		2003	98,446	CID			
Ford Cutaway Box Van #106		2001	11,292	Traffic			
Ford F-350 Van #ERT		1998	56,806	ERT			
Armored Truck #SRRG		1985		SRRG			
Harley-Davidson FLHTPI Motorcycle #M01		2014	15,848	Traffic			
Harley-Davidson FLHTPI Motorcycle #M02		2014	21,193	Traffic			
Harley-Davidson FLHTPI Motorcycle #M03		2014	8,459	Traffic			
OTHER EQUIPMENT:							
Patrol Bicycles (3) Cannondales		1999		Patrol			
Patrol Bicycles (4) Treks		2013		Patrol			
Patrol Bicycles (2) Schwins		1997		Patrol			
Polaris Sportman		2013		Patrol			
ONAN Generator (Portable)		2003		Patrol			
Mobile Traffic Monitor Signs (2)		2006		Traffic			
Stalker LIDAR laser radar (1)		2008		Patrol			
Crossmatch Fingerprint System		2008		PSO			
Automatic Finger Print ID System (AFIX)		2009		Crime Scene			
Crossmatch Fingerprint / Child ID System		2010		PACT			
Ricoh 2555 (601 - Refurbished)		2010		PSD			
Stalker LIDAR laser radar (4)		2010		Patrol			
Stalker LIDAR laser radar (2)		2011		Patrol			
Newbart ID Card System		2011		PDAdmin			
Visual Pro Camera Systems (ALPR) (4)		2014		CID			
Ice Machine		2015		Breakroom			