

Mayor Sylvester Turner's Transition Team

Public Safety Committee Report



Committee Co-chairs:

Mr. C. O. "Brad" Bradford

March 1, 2016

Mr. Johnny Villarreal

Public Safety Committee Membership

Name	Status	Occupation
C.O. "Brad" Bradford	Co-Chair	Attorney /Public Safety Consultant
Johnny Villarreal	Co-Chair	Fire Fighter
Charles Baker	Appointee	Juvenile Probation Officer
Mark Clark	Appointee	Senior Police Officer
Stacey Courville	Appointee	Neighborhood Volunteer
Jimmie Dotson	Appointee	Retired HPD Executive Assist. Chief/ Consultant
Eric Fagan	Appointee	Senior Police Officer
Claudia Ortega-Hogue	Appointee	Non-Profit Consultant
Ray Hunt	Appointee	Senior Police Officer
Sakina Lanig	Appointee	State Senator's District Director
Cindy Vara-Leija	Appointee	Senior Police Officer
Tim Oettmeier	Appointee	Retired HPD Executive Assist. Chief
Jacqueline Davis Potter	Appointee	Retired HPD Senior Police Officer
Raul Reyes	Appointee	Public Safety Consultant
Manpreet Singh	Appointee	Attorney
David L. Smith	Appointee	Senior Pastor
Jimmie Lee Solomon	Appointee	Attorney
Alvin White	Appointee	Fire Fighter
Gerald Womack	Executive Committee Member	Real Estate Broker

Executive Summary

As part of his overall transition team effort, Mayor Sylvester Turner established a Public Safety Committee whose purpose was to provide assistance in establishing priorities in need of attention that collectively will help improve the effectiveness and efficiency of services provided throughout the city.

The Public Safety Committee was responsible for focusing on the following organizations: Houston Police Department, Houston Forensic Science Center, Houston Fire Department, and the Office of Homeland Security and Emergency Management.

A process was undertaken by the Public Safety Committee to identify areas of concentration for these four entities. This process resulted in the creation of six subcommittees: Mental Health, Personnel, Agency Partnerships, Technology, Operations, Facilities and Equipment. Members volunteered to participate in subcommittees of their choice (See Appendix A, p. 21).

A worksheet was subsequently developed to assist subcommittee members in facilitating and organizing their input (See Appendix B, p. 23). The input from each subcommittee produced a series of questions that ultimately were forwarded to the Director of each of the aforementioned organizations/departments (See Appendix C, p. 39, which will provide greater insight into the issues). The Directors, and accompanying representatives made presentations to the Committee membership. These discussions provided valuable insight into each organization.

After digesting all of the subcommittee feedback, it became clear most concerns could be consolidated under three specific issues:

1. Personnel – any and all discussions involving the acquisition and utilization of people within the respective organizations;
2. Operations – any and all discussions involving how the organization’s mission is being addressed; use of various strategies and tactics in the delivery of services; and
3. Facilities and Equipment – any and all discussions regarding the acquisition and utilization of equipment and facilities within each organization.

Thus, the information gleaned from each organization’s presentation coupled with the insight and concerns of committee members resulted in the production of a number of recommendations for each issue.

Due to the size of operations within each of the four organizations, it should come as no surprise to the number of recommendations offered by the committee membership. This makes it extremely cumbersome to include all recommendations within the Executive Summary and then include further elaboration within the Issue Analysis Section of this report.

The committee membership realizes not all recommendations contained within this report carry the same weight. The ability to prioritize these recommendations depends on the perceived value each recommendation brings to the organization; the willingness and capacity of organizational personnel to make the investment in the improvement; and the cost of implementation.

The recommendations contained within this report reflect concerns of the membership and in some instances serve as an affirmation of what organizational leaders espoused as needing to be done. Conversely, there are recommendations

that may not sit well with current leadership and that will have to be dealt with accordingly.

A series of themes emerged from our discussions and observations within our membership deliberations and with organizational representatives. These themes represent important perspectives that provide context to the many recommendations listed in the next section of this report.

Houston Police Department (HPD)

1. The members of the Department provide an enormous amount of diverse, complex and needed services. Some might argue they stepped beyond the provision of core services. *This raises the inevitable question of what constitutes “core services” in a modern day public safety organization?* It would not be surprising if upon surveying the community, there would be a broad interpretation of what services should demand attention by Department personnel.
2. How personnel are used within the Department is critical to its future success and support within Houston. While hiring more officers would be welcomed by Department personnel; one should not underestimate hiring civilians as a means of supplementing workforce levels. One must be mindful that civilians should not perform police work; *but there is sufficient room to discuss and debate what specific responsibilities constitute police work.*
3. Given that personnel costs represent upwards of over 90% of the Department’s budget, *questions are in order regarding the manner in which supervisory and managerial responsibilities are being performed.* The public must have assurances the need for more manpower is not linked to the lack of effective, innovative, and efficient supervisory and managerial practices. This applies to both police and fire departments.
4. The old adage “measure what matters” is still a viable concept for any public safety organization today. The success of most police agencies is measured in terms of crime and clearance rates. But one can legitimately raise the question – is that really sufficient? Given today’s constant demand for fiscal constraint, *how comfortable are we the department’s performance metrics are focusing on the appropriate outputs and / or outcomes?*

Houston Forensic Science Center (HFSC)

1. *There is a serious lack of understanding about the status of forensic services in the Houston region.* Houston has gone from being the brunt of embarrassment with its commitment to forensic services to one of having captivated the imagination and fortitude of forensic operations across the United States.¹ After decades of neglect (and suffering the consequences for it) while working under the auspices of the police department, the “independent” Forensic Center is building a steadfast reputation that is both bold and intriguing – something people should become more aware of (Please see: <http://www.houstonforensicscience.org>).
2. The issues of consolidation and collaboration of forensic services must be flushed out regionally. Despite having three forensic operations in the region (Department of Public Safety (DPS), Harris County, and HSFC) *little if any significant discussion has emerged over how these entities can work together.* It is doubtful the DPS will entertain consolidation; Harris County has never run a full-scale forensic operation and it reports to the Medical Examiner, whereas the HFSC has yet to gain true independence from the city.² Working collaboratively does not mean any of these forensic operations needs to relinquish managerial control; but they can determine how “shared services” will be provided within our region. This is the pressing forensic issue in Houston going forward.

Houston Fire Department (HFD)

1. Not unlike the Police Department, members of the Fire Department expressed their concerns about inadequate staffing levels. According to Interim Fire Chief Rodney West, the National Fire Protection Association (NFPA) standards are used to determine their staffing and deployment models. Steps were also taken to hire “FACETS Consulting” (<http://www.facetsllp.com/>) to conduct a work demands analysis of HFD operation. The report is anticipated April 2016. *Steps should be taken to reconcile and / or understand any differences between the work demands analysis report and the NFPA standards.*

¹ Comment made by Dr. Dan Garner, President /CEO of HFSC at Public Safety Committee meeting, February 4, 2016. According to Sandra Guerra Thompson: “To date, the Houston experiment in laboratory independence has been so well planned and executed that it seems a foregone conclusion that the laboratory will not fail. In fact, police representatives from other states have already visited the HFSC to learn more as they consider the possibility of doing the same. As more jurisdictions follow Houston’s lead, the need for adjustments to federal law and policy becomes more important.” Excerpt from: “Cops in Lab Coats.” Sandra Guerra Thompson, Carolina Academic Press, 2015, p. 225.

² The Forensic Center has become independent from the Houston Police Department; but the lack of financial and political independence inhibits it from becoming a truly independent forensic operation.

2. Although listed under the Fire Department, this theme applies to all four organizations; and that is the ability to more effectively design and implement community outreach strategies and tactics. *What this essentially boils down to is determining if there is a need to market public safety services in Houston and if so, how should it be accomplished?* One cannot really say they are committed to any form of public safety prevention if citizens, as partners, are not regularly confronted with their obligation to minimize victimization.
3. How comfortable are we that critical life saving equipment is current within the Fire Department?

Office of Homeland Security and Emergency Management

1. *The office coordinates homeland security activities and assists City departments with activities to prevent, protect from, respond to, and recover from disasters and major emergencies. These services are essential for a metropolitan area that is ranked as the sixth most vulnerable in the United States.*³
2. *This office has been in existence since 2003 and it has been responsible for securing over \$300 million during this time period.*⁴ Think about that for just a few minutes. Let us not lose sight of the fact that fund raising certainly helps regional public safety organizations prepare for emergencies and catastrophes; but surely more can be done.
3. According to Director Storemski, New York City's Office of Emergency Management has over 300 personnel providing services,⁵ while Houston's Office of Emergency Management has a total of 15.⁶ It is not a suggestion that Houston have proportionate staff strength; but for a city that has been repeatedly designated as the "Energy Hub" of the United States, *just how comfortable are we these services are being provided as effectively as they could be?*
4. *Steps should be taken to independently determine how the Houston Office of Homeland Security and Emergency Management compare to its counterparts across the country. This could result in steps being taken to enhance the effectiveness and efficiency of Houston's operation.*

³ "Final – FY 2016 UASI Risk Profile" U.S. Department of Homeland Security – Urban Areas Security Initiative, Houston-The Woodlands-Sugarland, TX, February 2016, pp. 1-2.

⁴ "2016 City Council Brief" – Mayor's Office of Public Safety and Homeland Security, p.12.

⁵ Comment made by Director Dennis Storemski during his presentation to the Public Safety Committee – February 11, 2016.

⁶ "2016 City Council Brief" – Mayor's Office of Public Safety and Homeland Security, p.7.

5. Protecting communities and countering violent extremism is a growing concern. *Preventing and countering violent extremism is not just an issue for the FBI.* Local police departments must be informed and engaged in the fight against violent extremism, just as police departments have elevated their actions to suppress gang activity and other violent acts.

The intent of presenting these themes was to provide a contextual basis of understanding and appreciation for recommendations offered by the Committee membership in the next section of this report.

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Issue Analysis / Recommendations

The difficulty whenever one undertakes an effort of determining how a particular organization can be improved is the ease of losing sight of all the good things being accomplished on a daily basis.

This is further complicated when the availability of funding becomes restrictive. It is inevitable public service organizations are constantly clamoring for more funding, as the rank and file strives to improve their benefits while simultaneously attempting to provide a vast array of quality services demanded by their customers. What this invariably boils down to is determining what and how well existing human and capital resources are being used within each organization:

1. What assurances does the public have its tax dollars are being spent wisely and efficiently?
2. How transparent are the critical activities of the organization knowing such efforts can instill (or inhibit) building trust among their customers and the public as a whole?
3. What assurances does the public have the upper management and leadership of each organization is open to adopting different strategies and tactics to accomplish their respective missions?

Given the current budgetary conditions in Houston, answers to these questions are extraordinarily important!

Committee members were very pleased with the information shared by representatives from each public safety organization. The identified accomplishments left committee members with a feeling the overall performance of each organization appears to be good.

However, there were no shortages of challenges, some more daunting than others. Despite this recognition and the impending budgetary difficulties, it remains to be seen how each organization will move forward.

The recommendations listed below (not prioritized) represent primary concerns of committee members. Time did not permit an exhaustive review of each organization's operation and the recommendations are a reflection of that reality.

Houston Police Department

Issue #1 – Personnel

1. Implement an Officer Residency Incentive Program (e.g., city stipend, mortgage reduction, enrollment in Magnet School Program, etc.). Currently, more than 80% of Houston police officers live outside of Houston city limits. Therefore, our police officers and citizens are not engaging in much needed contact, communication, building of trust and information exchange. Officers living in Houston neighborhoods would assist in establishing greater citizens and police contact, positive interaction, citizens' satisfaction and improve overall community safety.
2. Conduct an independent work demands analysis of the Department's entire operation inclusive of a focus on police officers staffing and deployment patterns, use of technology as a force multiplier and recommending one-officer versus two-officer unit deployment protocol. During 2014, the Department completed "a limited work demands analysis" that focused only on Patrol and Investigative Operations.⁷ However, hundreds of police officers working outside Patrol and Investigations were not reviewed.
3. Improve the transparency of the citizen complaint process.
4. Develop specialized career counseling and training for 80 classified personnel (police officers) currently working at the jail to ensure a smooth transition back to working with the general public before the new Harris County Processing Center is completed.

⁷ "Proposed Operational Staffing Enhancements for the Houston Police Department," Houston Police Department, October 2014, p. 1. Rationale justifying the limited scope of this work demands analysis is contained within the report.

5. Provide additional training to increase officers' level of tolerance toward different groups of people by assigning them to Non-Profit Agencies while they are still in the Academy Recruit Training Program.
6. Examine the viability of requiring a psychological assessment of classified personnel between their 5th and 7th years of employment. *This has implications for all Public Safety employees within the city of Houston.*
7. Revisit how volunteers can be used to provide assistance within the Department.

Issue #2 – Operations

1. Where practical, implement recommendations contained within the President's 21st Century Policing Report.⁸
2. Demonstrate compliance with national standards and best practices by pursuing accreditation through the Commission of Accreditation for Law Enforcement Agencies (CALEA).
3. Include "procedural justice" (fairness in processes and resources allocation) as a topic at each level for in-service training.
4. Promote Youth Programs such as "Teen and Police Service Academy (TAPS)" and / or educational courses for classified personnel that focus on understanding behavioral differences among distinct generations of personnel police routinely come into contact with as a means of improving communicative interactions.
5. Work with local agencies, community associations and institutions of faith to develop a network of translators who can assist police officers in obtaining information from citizens who do not speak English.
6. Develop partnerships with diverse / international communities and grassroots organizations that work directly with the community as a means of connecting, disseminating public safety information and developing trust within those respective communities.
7. Take a larger role in countering violent extremism (CVE) as directed by the White House effort on CVE.⁹ Houston has one of the largest refugee populations and it is a very diverse community.¹⁰ Many communities do not know how to protect themselves or their children from extremism especially since much recruitment happens via social media.

⁸ http://www.cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf.

⁹ "Empowering Local Partners To Prevent Violent Extremism In the United States." The White House, Washington, D.C., August 2011.

¹⁰ "Houston, US City With Most Refugees, Celebrates World Refugee Day" – Houston Public Media, NEWSLAB: June 20, 2014 (Updated August 15, 2015).

8. Better utilization of the city of Houston's Office of International Communities Language Access training should be pursued as a means of improving effective communication with the public when English is not the first language.
9. Establish a Community Partnership Division within the Department. Public safety is a community responsibility. Citizens must understand certain aspects of safety strategies and be willing to assist. Implementing a formal process to identify, encourage, recruit and train citizen volunteers to perform designated, substantive and meaningful activities could be a source of abundant resources for the Department.
10. Decrease the Department's non-emergency call response time. Last year, priority 3, 4 and 5 calls averaged 27.7, 40.6 and 44.6 minutes response times respectively.¹¹
11. Increase the Department's Burglary and Theft clearance rate. Currently a clearance rate of 6.2% is reported.¹²
12. Develop a Smartphone App for citizen interaction / reporting information and photographic evidence.
13. Review Mutual Aid Agreements to determine proportional benefits and coordination of service responses.

Issue #3 – Facilities and Equipment

1. Relocate safety services operations (HPD, HFD) and Municipal Courts to a Justice Center Complex to meet operational needs.
2. Determine if there is a need to separate police fleet maintenance and motor repair from the central city system to allow a more efficient and effective servicing of specialized vehicles. Allow the commander in charge of emergency response units to set department needs and priorities.

Houston Forensic Science Center

Issue #1 – Personnel

1. Civilianize the forty-four (44) Houston classified personnel (police officers) positions assigned to the Center that would allow them to return to the HPD.

¹¹ Houston Police Department, Non-Emergency CAD Events, Emergency Communications Division, Priority 3-7 Response Times, Jan-Dec 2015.

¹² Houston Police Department – UCR Part One Crime Clearance Rates, Office of Planning, December 2015, p. 48.

Issue #2 – Operations

1. Evaluate a regional crime lab model. Consider basing the model on the organizational structure similar to the one used by the Port of Houston and Metro.
2. Encourage the HFSC to continue seeking forensic business opportunities as long as it does not interfere with the ability to provide primary services to the city of Houston.

Issue #3 – Facilities and Equipment

1. Determine facility needs based on a consolidated regional model.

Houston Fire Department

Issue #1 - Personnel

1. Evaluate the primary reasons members are using support / psychological services and develop a plan to increase staffing and support in these areas to effectively address member needs. Consider conducting a pre-employment psychological screening within the recruiting process, which addresses key reasons members are using support services.
2. A Personnel Early Warning System similar to the one established by the Houston Police Department should be implemented. This will assist management with identifying employees who are at risk of job burnout and other emotional issues that may be job related.
3. Determine if the recruiting function should be placed back under the control of the Fire Department. If for some reason, this is not feasible, firemen/women should have opportunities (while coordinating with the Human Resources Department) to recruit members face-to-face since they are the best tools of recruitment. They should also act as liaisons to the community and be able to reach out within diverse neighborhoods.
4. The Department's recruiting program should be marketed in every school district in Houston.
5. Hire certified paramedics/fire fighters to assist in reducing training costs. If possible, increase incentives (e.g., performance based, seniority, etc.) for paramedics.

6. Work on increasing the base pay to the base market value or at least to an average market value. Include incorporating an incentive to sign on (i.e., if you live within the city of Houston, you would receive down payment assistance for a home.).

Issue #2 – Operations

1. Review the “All-Hazard Response” protocol to ensure the proper responses are dispatched for each type of incident (e.g., basic fire alarm, second alarm, third alarm, etc.) and the proper response for any and all EMS calls.
2. Pursue immediate plans to bring the response times into the approved ratings of Insurance Standards Office (ISO). This may require a technology upgrade.
3. Determine if there is a need to separate fire fleet maintenance and motor repair from the central city system to allow a more efficient and effective servicing of specialized vehicles. Allow the commander in charge of emergency response units to set department needs and priorities. Representatives of the Police Department expressed similar concerns.
4. Establish a Community Partnership Division within the Department. Public safety is a community responsibility. Citizens must understand certain aspects of safety strategies and be willing to assist. Implementing a formal process to identify, encourage, recruit and train citizen volunteers to perform designated, substantive and meaningful activities could be a source of abundant resources for the Department.¹³

Issue #3 – Facilities and Equipment

1. Evaluate the readiness and appropriateness of all portable, mobile radios and communication equipment. Recommend upgrade or replacement as needed.
2. Pursue funding to purchase additional equipment for high water and high-risk rescue missions. A viable resource could be grant funding through the Department of Homeland Security.
3. Determine and address any other equipment deficiencies that are paramount to the effective performance of the Department.

¹³ Collaborate or combine this proposed unit with the Houston Police Department’s Community Partnership Division.

4. Steps should be taken to acquire the requested “Self-Contained Breathing Apparatus” (SCBA) upgrades, along with purchasing the necessary Scott Pak Tracker in mask communications equipment.
5. The Houston Fire Academy should be renovated and converted into a regional fire-training center.

Office of Homeland Security and Emergency Management

Issue #1 – Personnel

1. Conduct a staffing analysis to determine needs for staffing this office to adequately accomplish the mission of the U.S. Department of Homeland Security.
2. Upgrade staffing in accordance to Houston’s service needs.

Issue #2 – Operations

1. Develop a plan and funding model to provide a 24/7 operation for the Office of Emergency Management.
2. Develop a plan for coordinating/centralizing community outreach staff, materials and method of making community contacts across all departments.
 - a. Begin centralizing community outreach programs across all disciplines (HPD, HFD, Office of Homeland Security and Emergency Management). A starting point is the Office of International Communities with the city of Houston, Spanish Language Media and Ethnic Media (including print). A majority of language / ethnic media outlets have campaigns that will disseminate information at no cost via their community shows, phone banks, calendar of events, etc. In addition, it is important that these programs have a presence in local / grassroots coalitions and roundtables so information can be disseminated into the hands of vulnerable communities.
 - b. Provide one location on the City’s website for all residents to easily access existing public safety materials from all departments.
 - c. Develop a Smartphone App to access information or combine with the existing emergency mode on smartphones.
3. Build stronger bridges with communities and assist HPD in creating a safer Houston that is both respectful and protective of the civil rights of all

Houstonians. Establish local partnerships to prevent and counter violent extremism.

Issue #3 – Facilities and Equipment

1. Provide ample space to house all units within the Office in one location.

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Conclusion

The Committee members offered a total of forty-seven (47) recommendations. With the exception of a few recommendations, if adequate funding, organizational restructuring and / or efficiency enhancements are provided most can be addressed by respective departments. The membership hesitated to estimate costs for any of their recommendations, as they are not in a position to adequately make those judgments.

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Resources

Houston Police Department Presenters on January 28, 2016:

1. Charles A. McClelland Jr., Chief of Police
2. Martha Montalvo, Executive Assistant Chief, Chief of Staff
3. Michael Dirden, Executive Assistant Chief, Field Operations
4. Mark Curran, Assistant Chief, Special Investigations
5. Larry Yium, Deputy Director, Planning Division
6. John Jackson, Sergeant, Planning Division

Houston Police Department (HPD) Handout Source Material:

1. "Proposed Operational Staffing Enhancements for the Houston Police Department," Houston Police Department, October 2014.
2. "Proposed Operational Staffing Enhancements for the Houston Police Department – Slide Presentation to City Council Public Safety Committee," October 2014.
3. "The Houston Police Department," prepared for the Greater Houston Partnership, October 2015.
4. "Houston Police Department 2014 Annual Report," Houston Police Department, January 2015.
5. Presentation Reference: "Final Report of The President's Task Force on 21st Century Policing," May 2015.

Houston Forensic Science Center Presenters on February 4, 2016:

1. Dr. Dan Garner, Chief Executive Officer / President
2. Dr. Peter Stout, Ph.D., Chief Operating Officer / Vice President

3. Mr. David Leach, CPA CIA, Chief Financial Officer / Treasurer
4. Mr. Charles I. R. Evans, Director of Business Development
5. Mr. Tom Allen, J.D., General Counsel

**Houston Forensic Science Center (HFSC)
Handout Source Material:**

1. HFSC Board of Directors Profile.
2. HFSC Executive Management Personnel Profile.
3. HFSC Organizational Chart.
4. HFSC, Inc.: 2015 Annual Report, January 15, 2016.
5. Presentation Reference: "Final Report of The President's Task Force on 21st Century Policing," May 2015.

**Houston Fire Department
Presenters for February 11, 2016:**

1. Rodney West, Interim Fire Chief
2. Dr. David Persse, Medical Director
3. Richard Mann, Executive Assistant Fire Chief, Emergency Response
4. David Almaguer, Assistant Fire Chief, Emergency Medical Service
5. Kevin Alexander, Assistant Fire Chief, Professional Development Training
6. Lisa Campbell, Assistant Fire Chief, HR and Risk Management
7. Mark Donovan, Assistant Fire Chief, Logistics
8. Jerry Ford, Assistant Fire Chief, Fire Marshal

**Houston Fire Department (HFD)
Source Material:**

1. Houston Fire Department – Public Safety Transition Team Meeting Slide Show (See Appendix D, p. 50).

**Office of Homeland Security and Emergency Management
Presenter on February 11, 2016:**

1. Mr. Dennis J. Storemski, Director

**Office of Homeland Security and Emergency Management
Handout Source Material:**

1. Organizational Chart
2. Description of Units within the Office
3. “2016 City Council Brief,” Mayor’s Office, Public Safety and Homeland Security, City of Houston, January 2016.
4. “A Comprehensive Review 2003 – 2015,” Mayor’s Office of Public Safety and Homeland Security, City of Houston, January 2016.

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Appendix A:

Transition Team Public Safety Committee Issues

I. Area of Inquiry: **Mental Health** Subcommittee

1. Cindy Vara Leija (Leader)
2. Jacqueline Davis Potter
3. Sakina Lanig

II. Area of Inquiry: **Personnel** Subcommittee

1. Stacey Courville (Leader)
2. Jimmie Dotson
3. Gerald Womack
4. Sakina Lanig
5. Ray Hunt
6. Mark Clark
7. Johnny Villarreal
8. Claudia Ortega Hogue
9. Eric Fagan
10. Pastor David Smith
11. Manpreet Singh
12. Alvin White

III. Area of Inquiry: **Agency Partnerships** Subcommittee

1. Ray Hunt (Leader)
2. C.O. "Brad" Bradford
3. Gerald Womack

IV. Area of Inquiry: **Technology** Subcommittee

1. Mark Clark (Leader)
2. C.O. "Brad" Bradford

V. Area of Inquiry: **Operations** Subcommittee

1. Raul Reyes (Leader)
2. Jimmie Dotson
3. Ray Hunt
4. Johnny Villarreal
5. Eric Fagan
6. Pastor David Smith
7. Alvin White

VI. Area of Inquiry: **Facilities & Equipment** Subcommittee

1. Johnny Villarreal (Leader)
2. Alvin White

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Appendix B:

**Public Safety Committee
Worksheet and Responses**

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Public Safety Committee
Sample Action Worksheet Format

Target Organization:

Category of Concern:

Reason(s) for Concern:

- 1.
- 2.
- 3.

Questions Requiring Answers from the respective Department:

- 1.
- 2.
- 3.

Recommendations / Action Items:

- 1.
- 2.
- 3.

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Public Safety Committee Mental Health Action Worksheet

Target Organization: Houston Police Department/Houston Fire Department

Category of Concern: Mental Health Community

Reason(s) for Concern:

1. A population increase of those needing services
 - a. Returning veterans, new residents, drug addicts, etc.
2. A decrease in trained personnel due to attrition
 - a. Hiring first responders to offset attrition faced by both HPD & HFD
3. No joint communication between the four major first responder (e.g., HPD, HCSO, HCCO PCT. 1 & HFD)
4. Training, resources, equipment, treatment locations

Questions Requiring Answers from the Respective Department:

1. Are sites being looked at to establish facilities, i.e. Sobering Center?
2. What is being done to offset attrition?
3. Any room in budgets to address the needs?
4. If not, where do we look next to get funding?

Recommendations/Action Items:

1. The population increase of those needing mental health services can only be served by mounting an aggressive campaign to recruit first responders – budgeted positions – formula to maintain the current level of services – must go beyond the need of maintaining positions lost due to attrition.
2. Consideration should be given to a proposal to co-locate HPD, HCSO and Precinct 1 mental health units/divisions under one roof. Other Harris County agencies should be included such as Baytown, Pasadena, Humble, etc. It would be

beneficial to the co-response teams. This would help with the burden of personnel staffing as well as collaboration and enhanced information sharing and communication. It would truly be a countywide approach to getting a handle on the issue of law enforcement interaction with the homeless and mentally ill.

3. HPD mental health division and the Sobering Center are in dire need of more square footage. Ideally, both should be housed if not under the same roof near each other for the benefit of collaboration and communication. To optimize on that housing an on-site courtroom to deal with minor issues surrounding homelessness and minor drug and alcohol offenses.
4. The creation of a department or a division directly aligned the Mayor's Office to strengthen current programs as well as initiating new ways to approach the mental health issue should be implemented. It could be called, "The Mayor's Office on Jail Diversion Programs." The person(s) assigned to this task would take on the responsibility of not just the mental health issues but would also look at programs to address the homelessness and chronic inebriates.

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Public Safety Committee Personnel Action Worksheet

A. Target Organization: All

Category of Concern: Personnel

Reasons for Concern:

1. There appears to be reluctance for employees to live in the city of Houston.
2. It seems that some of the employees are experiencing an excessive amount of burnout or low tolerance for different groups of people.
3. It seems that employees are very concerned about their pensions.

Questions:

1. What are the percentages of employees eligible to retire this year?
2. Have you developed an Employee Recruiting Profile to fill vacant positions?

Recommendation/Action Items:

1. Solicit partnerships to address supplementing housing for those employees who have a desire to move into the city.
2. Implement policies to measure employees' level of tolerance.

B. Target Organization: Police

Category of Concern: Personnel - Work Demand/Staffing

Reason for Concern:

1. Manpower - The police and the public would like to have more two-man units.

Questions:

1. Can the department make it mandatory for officers to ride two-man units especially for evenings and night shift?

Recommendations/Action Items:

1. Hire more Police Service Officers or other types of civilians to do office work at the substations instead of uniformed officers. With a two-man unit, officers would probably feel more secure and less likely to use excessive force. This would be a benefit for both officers and the public.

C. Target Organization: Police

Category of Concern: Personnel - Recruiting

Reasons for Concern:

1. The HPD application process seems complicated and very time-consuming and could be frustrating to potential candidates causing them to seek other job opportunities.
2. The HPD applicant requirements seem to exclude more culturally diverse candidates.
3. Without having a schedule of set academy dates, it seems difficult for candidates to plan their lives and could result in candidates dropping out of the process.

Questions:

1. What is the average number of weeks that it takes to complete the 7 phases of the application process?
2. What is the percentage of Phase 1 applicants in the categories of White, African American, Hispanic, Asian, Other?
3. What percentages of applicants, by ethnicity, are cut based on credit score?
4. What percentage of applicants are cut based on reading comprehension score in the categories of White, African American, Hispanic, Arian, Other?
5. What is the reading level of the reading comprehension phase? Has it been screened to insure that is not culturally biased?
6. Why is the max age for candidates 45?
7. Why are applicants who show eligibility to work and reside in the U.S. excluded from applying?

8. After completing the application process and being accepted, what is the average time before beginning the academy?

D. Target Organization: Police

Category of Concern: Personnel - Recruiting

Reasons for Concern:

1. There are fewer minorities seeking employment with the police department.
2. Recruiting requirements concerning credit are too stringent.
3. The drug usage requirements for applicant termination need to be adjusted. An applicant can use cocaine, heroin or LSD and still be allowed to continue in the application process. Whereas an applicant having marijuana usage within a six month period would be terminated.

Questions:

1. Can the department reach out to minority churches, synagogues and mosques that have job placement programs?
2. If the applicant is actively working on their credit issues, can they continue in the application process?
3. Should cocaine, heroin and LSD, which are stronger and more addictive drugs than marijuana, be grounds for applicant termination regardless of time period?

Recommendations/Action Items:

1. Have a section in recruiting designated to work with minority churches, synagogues and mosques to attract more minority applicants.
2. Due to the ongoing instability of the job market, layoffs, etc. applicants should be allowed to continue in the process as long as they show due diligence in trying to resolve their credit issues.
3. Persons who have used cocaine, heroin, LSD and drugs of this addictive nature should never be granted employment with HPD or HFD.

E. Target Organization: Police

Category of Concern: Personnel - Recruiting

Reasons for Concern:

1. Although many officers meet given requirements, there seems to be a lack of moral character found in some HPD Officers graduating from the academy. (Trustworthiness, Loyalty, etc.)
2. There seems to be a lack of recruitment programs in place for entities such as schools, job placement organizations, etc.

Questions:

1. What procedures are in place to periodically evaluate employees as it relates to their moral character?
2. How does the City of Houston HPD/HFD promote career opportunities as it relates to new hires?

F. Target Organization: Police

Category of Concern: Personnel - Training

Reasons for Concern:

1. There seems to be a need to continue helping HPD personnel identify citizens experiencing mental health issues.
2. There seems to be a lack of professionalism and use of better judgment when approaching and/or handling citizens.
3. There seems to be a need for continuous training to minimize instances of retaliation between some members of HPD and citizens.

Questions:

1. What evaluations are in place to ensure implementation of existing policies and procedures?
2. What training is in place to assist HPD officers with identifying the mentally ill and the hearing impaired in our communities?

G. Target Organization: All

Category of Concern: Personnel – Community Trust

Reasons for Concern:

1. It seems that the police, fire, homeland security and office of emergency management are not out in the community enough building trust and/or engaging in the community.
2. There seems to be the need for more participation in community partnerships and community coalitions.
3. With Houston's diversity, it seems there is the need for more efforts to insure language accessibility.

Questions:

1. What is being done to get out in the community and build trust? Who is doing this?
2. Who are the community partners and what are the community coalitions?
3. Who are we working with in the community?
4. Are there any ongoing roundtables/coalition meetings educating partners, so they can educate the community at a more grassroots level?
5. What are we doing to assist our international community?
6. Are we helping them with information provided in their own language?
7. How are we getting the information out to them so they know where to call with questions or complaints?
8. What measures are being taken for language accessibility?
9. Is there a coordinated system in place when community questions arise?
10. Are there flyers or promotional materials that explain the different roles between entities (i.e. police, fire, homeland security, and office of emergency management)?

H. Target Organization: Police

Category of Concern: Personnel – Community Trust

Reasons for Concern:

1. There seems to be a lack of (public) knowledge regarding Office of Emergency Management and Homeland Security
2. There seems to be a lack of communication, involvement and follow up with residents and businesses within the community.
3. There seems to be a negative perception regarding police in local communities as it relates to the amount of concern they have for the well being of citizens.

Questions:

1. What programs are in place to assist with rapport building between HPD and communities/businesses?

I. Target Organization: Police

Category of Concern: Personnel – Transparency / Community Trust

Reasons for Concern:

1. The public feels their complaints against officers are not heard.
2. Slow or no response on investigative cases filed.

Questions:

1. Can the public get more details on what, if any, corrective action is taken on an officer for a complaint filed?
2. Can the investigative units contact complainants for updates to their cases?

Recommendations/Action Items:

1. Have the IAD investigator or the supervisor contact the complainant to inform them that action is/has been taken on the complaint.

2. Have the investigative unit contact the complainant with updates either monthly or quarterly.

J. Target Organization: Police

Category of Concern: Personnel – Mental Health of Employees

Reason for Concern:

1. There seems to be a need to better help Officers deal with stress and grief.

Questions:

1. When and how often are checkpoints for mental health?
2. Do they have mandatory grief counseling when one of their friends dies on the job?
3. Does their insurance cover therapy or at least 3 sessions like most carriers?

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Public Safety Committee Agency Partnerships Action Worksheet

Target Organization: Police / Fire / Homeland Security

Category of Concern: Agency Partnerships

Reason(s) for Concern:

1. There are a number of law enforcement agencies providing police services in the city of Houston. How much duplication of services is occurring?
2. Are there services that could be facilitated or provided by another agency?
3. With the tremendous growth of Tax Increment Reinvestment Zones (TIRZs) and Management Districts, is there a better way to recoup public safety costs as part of an agency partnership?

Questions Requiring Answers from the respective Department:

1. The city of Houston collects over \$100 million in tax revenue and passes it on to the TIRZs in the city. How could utilizing portions of the TIRZs money facilitate the delivery of public safety services?

Recommendations / Action Items:

1. Would like to know specifics on duplications of services?
2. Is there a reason to have a county and city crime lab?
3. Is there a process to recoup costs for public safety services that are initiated by other agencies?
4. How many TIRZ Districts are there in Houston? How much money does each receive? Is there an accounting of how/what is spent & current balance on hand?

Public Safety Committee Technology Action Worksheet

Target Organization: Fire / Police / Homeland Security

Category of Concern: Technology

Reason(s) for Concern:

1. Due to the ongoing budget constraints and increasing demands for public safety services, are there technology solutions to facilitate service delivery and costs savings?
2. Due to injuries and deaths of public safety employees, both here and nationally, are there technological advances in the area of equipment, etc. that can save lives and prevent injury?
3. Due to staffing/employment issues, is there a technology that can better engage citizen involvement in crime prevention/solving, fire prevention detection, etc.?

Questions Requiring Answers from the respective Department:

1. In listed departments, what is the review and management process to seek technology improvements or technology based cost savings?
2. Is there technology available to improve safety and better protect the lives of public safety providers?

Recommendations / Action Items:

1. Receive up-to-date information from the appropriate representative regarding what technology processes are in place to manage costs & improve efficiency, as well as, outline what technology is available or on the drawing board to better protect public safety officials.

Public Safety Committee Operations Action Worksheet

Target Organization: Police, Fire, Homeland Security and Emergency Management

Category of Concern: Operations

1. Work Demand
2. Dispatch
3. National Accreditations
4. Mutual Aid Agreements
5. Staffing and Deployment
6. Response Times

Reason(s) for Concern:

HFD

1. There appears to be a reluctance to use National Standards for dispatching HFD.
2. There appears to be a lack of consistency in reliability of portable and mobile radios as reported in news outlets.
3. There is a concern for the mental welfare of emergency responders in relation to the call volume verses staffing needs.
4. There appears to be a lack of water rescue equipment and training.
5. It seems there could be more trained "EMS" assigned to each fire station.
6. There seems to be a shortage of emergency vehicles when responding to life or non-life threatening situations.

Police

1. There appears to be less emphasis on community policing philosophy.
2. It seems that HPD can pursue some of the recommendations from the President's 21st Century Policing Report.
3. There seems to be more aggression and violent robberies occurring throughout the city.
4. It seems to be a concern about Gun Law Safety.

5. There is a lack of officer response when dispatched to non-threatening calls.
6. In some communities, there seems to be, in the eyes of some citizens and business owners, a low police profile.

Homeland Security

1. I am concerned about whether this unit has members from each public safety component (i. e., police, fire, and emergency management).
2. There seems to be a lack of community involvement.

Emergency Management

1. It appears the EM is not preparing to fill vacant positions.
2. It appears that there is a lack of interactions with other municipalities throughout Harris County.

Questions Requiring Answers from the respective Departments

HFD

1. Do we use National Standards for Dispatching emergencies? If not why not, and what is the cost in Manpower, wear and tear of heavy equipment, and fuel consumption for not using National Standards?
2. Do opportunities exist to combine operations of Houston, Harris County, and the seven County regions from the standpoint of transparency and efficiency (Regional and Disaster deployment)?
3. Is there enough staffing to meet National Standards for fire service of a department the size of HFD?
4. What is the current status on community oriented government?
5. What priority is there in place in categorizing emergency vehicles when responding to citizens? (Example-huge fire trucks are dispatched instead of an ambulance as 1st responders).

Police

1. What is the current response times regarding patrol calls for service?
2. How does the clearance rates for investigations compare to the National average?

3. Is there and educational training/information for citizens on how to react to the new Open Carry Law?
4. Why does it take so long for HPD to respond to illegal dumping or nuisance calls? (Example- abandoned cars, abandoned houses, etc.).
5. What methods are in place when it comes to staffing or what can be done to increase police visibility?

Homeland Security

1. Are there community forums held throughout the city?
2. What languages do staff members speak?
3. Is there anything in place that provides information/education about Homeland Security?

Emergency Management

1. Is there a "succession" plan in place to continue the skills of senior staff members?

Recommendations / Action Items:

Fire

1. If not currently in operation, instill a National System for deploying Fire and EMS. It should be cost effective; it may reduce operational response, and minimize the use of emergency responders.
2. Inventory and report on the readiness of all portable, mobile radios, and communication equipment. Recommend upgrade or replacement.
3. Review with the department psychologist any and all recommendations to address the needs and available programs to reduce employee stress.

Police

1. Pursue implementing process on the recommendations from the President's 21st Century Policing Report.
2. Seek to pursue accreditation from (CALEA).
3. Include "Procedural Justice" at each level for in service training.

Appendix C:

**Public Safety Committee
Questions for Departments**

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Public Safety Committee Questions for the Houston Police Department

As part of his overall transition team effort, Mayor Turner has established a Public Safety Committee whose purpose is to provide assistance in helping him establish priorities in need of attention that collectively will help improve the effectiveness and efficiency of services provided throughout the city.

The Public Safety Committee is responsible for focusing on the following organizations: Fire, Police, Office of Emergency Management, the Houston Forensic Science Center, and Office of Homeland Security.

To date, the committee membership has identified a number of broad categories each with corresponding issues / questions necessitating a response from each respective organization. It is preferred these inquiries be addressed via a face-to-face presentation, which will stimulate interaction and help clarify concerns from the membership.

The committee is not requiring the organization's Director / Chief to be the spokesperson. However, if a representative(s) is going appear, the committee respectfully requests this person(s) come from the ranks of Executive Assistant Chief and / or Assistant Chief of Police. The committee would also appreciate any data the department would like to provide as a part of its responses.

The nature of responses will help determine proposed recommendations this committee will submit to Mayor Turner.

Category #1: Personnel

1. Describe the Recruiting process with particular interest on how the process effects the hiring of minorities (e.g., are certain selection criteria – credit scores, reading comprehension, drug usage, etc. having an adverse affect)?
 - a. What is being done to improve the time it takes to fill classes with qualified recruits?
 - b. What types of outreach efforts are being made to notify and recruit applicants from diverse communities (e.g., institutions of faith, schools, job placement organizations, etc.)?
2. What does the attrition trend line for the past five years look like? What are the primary reasons for why people are leaving the police department?

3. How is the department addressing the possibility that reasons citizens do not register complaints is because they do not trust that anything will be done; or, the ensuing investigation will not be free from bias?

Category #2: Operations

1. Describe how adequate staffing levels are determined for the police department? How are staffing costs determined?
2. How do you respond to the belief the police department is not sufficiently emphasizing its commitment to community policing?
3. What is the status of response times to calls for service? What has the trend line been for the past 5 years?
4. How do the department's clearance rates compare to National averages? What do you attribute the differences (if any) to be?

Category #3: Agency Partnerships

1. What types of volunteer programs exist within the police department; describe their respective purposes; and what is their present status?
 - a. What cost savings could be realized with the hiring of more civilians either as permanent employees or as volunteers?
2. What efforts are being taken, if any, to establish lateral entry classes?
3. What is the status of mutual aid agreements between the police department and other agencies?
4. Describe what is being done to co-locate mental health services provided by police agencies to facilitate coordination and consistency of responses and program development within Harris County and adjoining counties.

Category 4: Technology

1. What is the review and management process to identify technology improvements or technology based cost savings?
 - a. Does viable technology exist to improve safety and better protect the lives of public safety providers that are currently not being used by the police department?
2. What major technologies (in excess of \$1M) have been deployed in the police department the last five years?
 - a. What were the projected versus actual cost differences for each technology?

- b. How has technology been incorporated into the department's staffing model?
- c. Can you quantify other benefits associated with technology improvements?

Category #5: Accountability and Transparency

1. Describe the primary efforts being taken to ensure policies and procedures are being adhered to.
2. What is the police department doing as it relates to the recommendations from the President's 21st Century Policing Report?
3. Why isn't the police department pursuing accreditation?

The next meeting of the Public Safety Subcommittee is Thursday, January 28th from 6 - 8 pm at the Houston Police Officers Union building at 1600 State Street.

Please make plans to have the police department's representative(s) make a presentation at this meeting.

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Public Safety Committee Questions for the Houston Forensic Science Center

As part of his overall transition team effort, Mayor Turner has established a Public Safety Committee whose purpose is to provide assistance in helping him establish priorities in need of attention that collectively will help improve the effectiveness and efficiency of services provided throughout the city.

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The committee is not requiring the organization's Director / Chief to be the spokesperson. If a representative(s) is going to appear, please make sure it is someone at the highest policy level.

The nature of responses will help determine proposed recommendations this committee will submit to Mayor Turner.

Category #1: Consolidation of Crime Labs

1. Provide the committee with background information on how the Houston Forensic Science Center (HFSC) was established, its mission, progress, and challenges.
2. What is the total operating budget for the HFSC?
3. Why not consolidate efforts into one regional lab?
 - a. What are the implications (i.e., positive and negative)?
 - b. There is a perception that consolidation will result in significant cost savings (i.e., combine with the Harris County Crime Lab) – do you believe this is true, why?
 - c. What do you believe is the most effective and efficient approach to using laboratory resources in this region in some coordinated fashion?
 - d. What is being done about finding a permanent location to house the HFSC if consolidation does not occur?

4. What recommendations would you pose to Mayor Turner about this matter; especially given the belief by many people that consolidation is a more efficient approach?

The next meeting of the Public Safety Committee is Thursday, February 4th at the Houston Police Officers Union Building, located at 1600 State Street.

Please make plans to have HFSC representative(s) make a presentation at this meeting.

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Public Safety Committee Questions for the Houston Fire Department

As part of his overall transition team effort, Mayor Turner has established a Public Safety Committee whose purpose is to provide assistance in helping him establish priorities in need of attention that collectively will help improve the effectiveness and efficiency of services provided throughout the city.

The Public Safety Committee is responsible for focusing on the following organizations: Fire, Police, Office of Emergency Management, the Houston Forensic Science Center, and Office of Homeland Security.

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The committee is not requiring the organization's Director / Chief to be the spokesperson. However, if a representative(s) is going appear, the committee respectfully requests this person(s) come from the ranks of Executive Assistant Chief and / or Assistant Chief. The committee would also appreciate any data the department would like to provide as a part of its responses.

The nature of responses will help determine proposed recommendations this committee will submit to Mayor Turner.

Category #1: Personnel

1. What are the percentages of Fire Department employees eligible to retire this year (2016)?
2. Have you developed an Employee Recruiting profile to fill vacant positions? What has your success been in filling vacancies and / or growing the staffing levels?
3. Does the Fire Department have a lateral entry program? If so, please describe how it works. If not, why not?
4. How many physicians are on EMS staff and explain their duties?
5. What services do HFD provide for employees that have issues with the trauma they encounter while doing EMT or paramedic functions? Are there plans to expand and provide additional services?

Category #2: Operations and Equipment

1. Describe how adequate staffing levels are determined for the Fire Department?
2. What does it cost to adequately staff the fire department?
3. There appears to be a reluctance to use National Standards for dispatching Fire Department personnel. Please describe how this process works and if reluctance does exist, explain why this is the case.
4. What steps, if any, are being taken to ensure first responders' mental welfare is being addressed given the large call volume they respond to?
5. What is the status of water rescue equipment?
6. Is there sufficient EMS staffing? What do you base your response on?
7. What is the status of combining certain operations in the seven-county region from the standpoint of transparency and efficiency?
8. What is the status of the Fire Department's fleet? What priority is being used to govern how vehicles are used when responding to citizen calls for service?
9. Does HFD need more Transport Units for EMS and are there any plans for more?
10. Regarding "All Hazards Response," why is there such a disconnect between the administration and employees on its success and implementation?
11. Regarding rotation stations for paramedics during a shortage, how do they function and why is there a need for more?

Category #3: Agency Partnerships

1. What is being done in the community to build trust in the Fire Department? How is this being done?
2. What types of volunteer programs exist within the Fire Department; describe their respective purposes; and what is their present status?
3. How are citizens recruited for volunteer programs?
4. What is the status of mutual aid agreements between the Fire Department and other agencies?

Category 4: Technology

1. What is the review and management process to identify technology improvements or technology based cost savings?
 - a. Does viable technology exist to improve safety and better protect the lives of public safety providers that are currently not being used by the Fire Department?
2. What major technologies (in excess of \$1M) have been deployed in the Fire Department the last five years?
 - a) What were the projected versus actual cost differences for each technology?
 - b) How has technology been incorporated into the Department's staffing model?
 - c) Can you quantify other benefits associated with technology improvements?

Category #5: Accountability and Transparency

1. Describe the primary efforts being taken to ensure policies and procedures are being adhered to within the Fire Department.

The meeting of the Public Safety Subcommittee regarding HFD issues is Thursday, February 11th from 6 - 8pm at the Houston Police Officers Union building at 1600 State Street.

Please make plans to have the fire department's representative(s) make a presentation at this meeting.

Public Safety Committee Questions for the Office of Homeland Security and Office of Emergency Management

As part of his overall transition team effort, Mayor Turner has established a Public Safety Committee whose purpose is to provide assistance in helping him establish priorities in need of attention that collectively will help improve the effectiveness and efficiency of services provided throughout the city.

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The nature of responses will help determine proposed recommendations this committee will submit to Mayor Turner.

Category #1: Homeland Security

1. Who decides the staffing and organization of the Department?
2. How much does the Department receive in federal grants?
3. Is this a regional department or Houston only?
4. How does this Department measure its performance?

Category #2: Office of Emergency Management

1. Who decides the staffing and organization of the Department?
2. Does the Department of Public Safety and Public Works have representatives working in OEM?
3. Who decides when an emergency must be declared?
4. Does the Mayor appoint staff to this department exclusively or are there regional appointments?

The next meeting of the Public Safety Committee is Thursday, February 4th at the Houston Police Officers Union Building, located at 1600 State Street.

Please make plans to have the Office of Homeland Security **AND** OEM representatives make a presentation at this meeting.

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Appendix D:

**Public Safety Committee
Houston Fire Department Slide Presentation**
(Read left to right on each page)

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Houston Fire Department

Public Safety Transition Team Meeting
February 11, 2016

Houston Fire Department

- ☞ Members are our most valuable assets
- ☞ Classified Recruiting – Entry paths
 - Non-Certified Fire Fighter\EMT Trainee
 - Certified Fire Fighter\EMT Trainee
 - Certified Paramedic

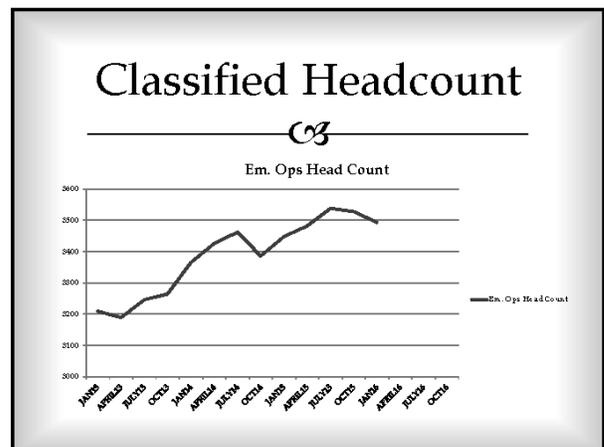
Annual Requests for Service

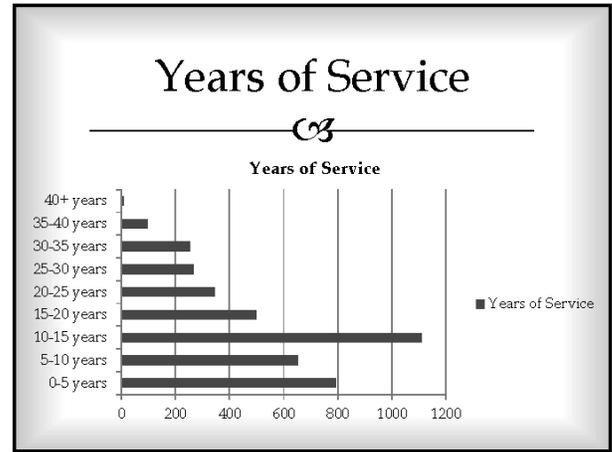
- 332,963 Total Incidents
 - EMS Incidents - 87% of incidents
 - EMS Transports - 48% of EMS Incidents
 - ✓ 63.7% ELS Transports
 - ✓ 33.9% ALS Transports
 - ◆ 2.4% Critical ALS Intervention
 - 43,056 Fire Incidents – 13% of Incidents
 - Average 900 calls each day
- 638,076 Total Responses
- Incidents have increased by 5% each year for past three years

Staffing

Staffing Overview

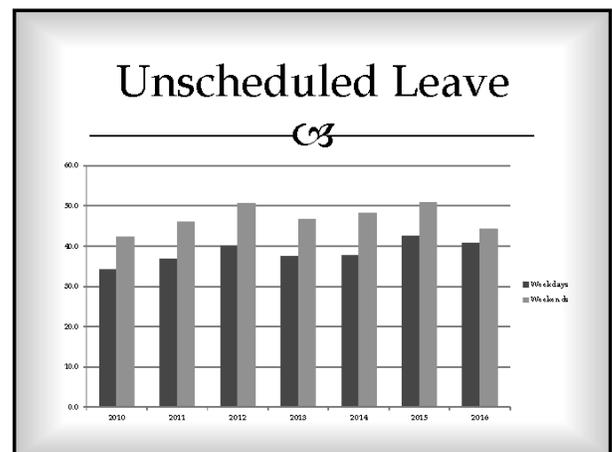
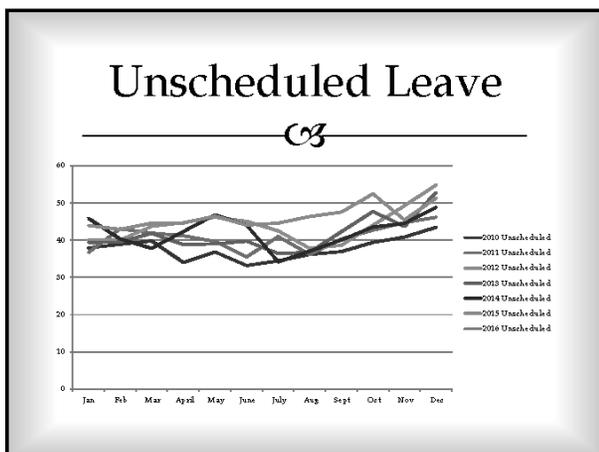
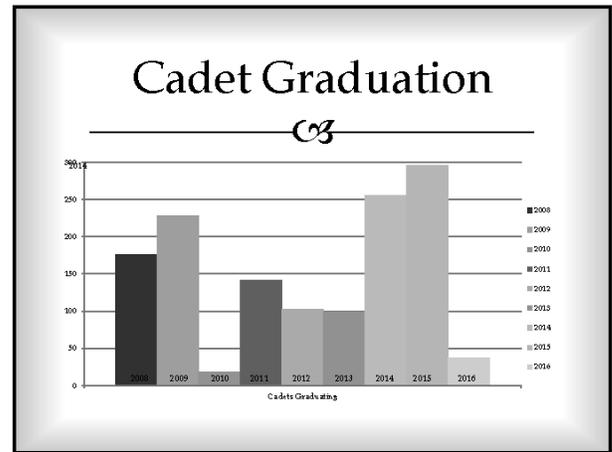
- **93 Fire Stations** (*minimum staffing 772*)
 - 89 Engine Companies
 - 38 Ladder Companies
 - 57 ELS Ambulances
 - 35 ALS Ambulances
 - 11 ALS Squads
 - 22 District Chiefs
 - 10 EMS Supervisors
 - 3 Safety Officers
- **Special Operations** (*minimum staffing 57*)
 - Aircraft Rescue Firefighters (ARFF)
 - Hazardous Materials
 - Technical Rescue
- **Office of Emergency Communication** (*minimum staffing 16*)



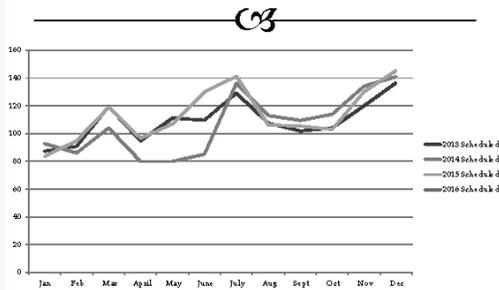


Years of Service Summary

- 968 members eligible for retirement
- 357 members with 30+ years of service
- Average attrition is 150 members/year



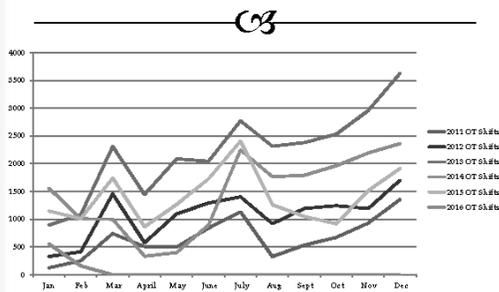
Scheduled Leave



Overtime Factors

- Minimum Staffing
 - 845 members per day
- Classified Headcount assigned to Operations
 - Currently 3532 members
 - Primarily influenced by attrition, cadet graduation, training
- Benefit Leave
 - Scheduled average of 114 /day
 - Unscheduled average of 46/day

Classified Overtime



Staffing

- Current FY16 adopted budget \$508M
 - \$456M - Personnel Services (90% of budget)
 - \$241.6M - Classified Salary
 - \$22.5M - Classified Overtime
 - \$92.6M - Pension
 - \$9.5M - Termination pay
 - \$41.3M - Health Insurance
 - \$11.4M - Supplies
 - \$40.7M - Other Services and Charges

Emergency Medical Services

EMS Resources

- 89 Engines Companies
- 38 Ladder Companies
- 57 BLS Ambulances
- 35 ALS Ambulances
- 11 ALS Squads
- 10 EMS Supervisors
- 10 EMS Physicians

Unit Hours of Utilization (UHU)

- Target UHU has been established as 33%-42% for EMS Transport Units
- Current UHU of EMS units averages 40%
- Projected annual growth in call volume of 5% may necessitate increased number of transport units
- Heavy Apparatus UHU increased from 12.19% in 2011 to current level of 14.5%

Paramedic Staffing

- 46 ALS Units (Medic/Squad)
 - 1 Engineer/Operator/Paramedic
 - 1 Firefighter/Paramedic
- 30 ALS Units designated as Rotation Stations
 - 1 Engineer/Operator/Paramedic
 - 2 Firefighter/Paramedics

Paramedic Staffing Needs

- Minimum Staffing
 - 184 Engineer/Operator/Paramedics
 - 308 Firefighter/Paramedics
- Staffing Needed based on 4.6 staffing factor
 - 214 Engineer/Operator/Paramedics
 - 359 Firefighter/Paramedics
- Current Staffing
 - 186 Engineer/Operator/Paramedics
 - 304 Firefighter/Paramedics
 - 98 members in various stages of paramedic training

Paramedic Training Overview

- Houston Community College used for paramedic training prior to 2005
- TEEX used for paramedic training 2006 - 2010
- LoneStar College used for paramedic training since 2012

Current Paramedic Training

- Three components to paramedic training
 1. LoneStar College
 - 33 week accredited program
 2. National Registry Exam
 - Skills Examination
 - Written Examination
 3. Physician Credentialing
 - Mandated by ___
 - 12 week program
 - 2 weeks of ALS protocol training and testing
 - 9 weeks of field internship
 - 1 week of practice and Physician Review Board testing

Paramedic Training Cost

- **Initial Training - \$119,806**
 - Tuition - \$4500
 - Salary & Benefits (33 weeks) - \$52,000
 - Backfill Overtime (72 shifts) - \$63,000
 - Puryear Review Program - \$75
 - National Registry Exam Fee - \$110
 - Pearson VUE Testing Fee - \$25
 - DSHS Application Fee - \$96
- **Credentialing - \$41,545**
 - Cadaver Lab - \$325
 - Salary & Benefits (12 weeks) - \$18,900
 - Backfill Overtime (25 shifts) - \$21,900
 - Preceptor Pay - \$420
- **Total Paramedic Training Cost - \$161,351**

Recommendations for Improvement

- Increase recruiting efforts for trained FF/Paramedics
- Increase entrance pay to be competitive in market area
- Consider sign-on bonuses for Nationally Registered Paramedics

Medical Direction

- EMS Medical Director Responsibilities
 - Texas Administrative Code Title 22, Part 9, Chapter 197
 - City of Houston Code of Ordinances, Chapter 2, Article I, Section 2-6
- Responsibilities include establishing local level of prehospital care, protocol development, credentialing EMS personnel, developing transport guidelines, quality assurance, monitor compliance of care and protocol adherence

Medical Direction

- 10 EMS Physicians
 - Provide 24/7/365 on-line medical control
 - Involved in physician credentialing board of reviews
- 1 Medical Director (Dr. Persse)
 - Also serves as Public Health Department Physician Director
- 2 Full-Time Medical Directors
 - Dr. Souders - QA, protocol revision, product evaluation, electronic records
 - Dr. Schultz - EMS Education, CE, Credentialing, EMS Fellowships
- 1 Full-Time Grant-funded Medical Director
 - Dr. Gonzalez - dedicated to ETHAN project
- 2 Part-Time Medical Directors
 - Dr. Thstrup - Tactical Medicine, Disaster Preparation, Mass Casualty, Special Events
 - Dr. Sirbaugh - Pediatric on-line Medical Director, Pediatric Education
- 4 EMS Fellows doing internship
 - Responsibilities include EMS Education, on-line Medical Direction, credentialing, dispatch quality assurance, EMS research

Psychological Services

Member Support

- 2 Full-Time Psychologists (Dr. Buser / Dr. Tran)
- 1 Captain in charge of member support (Captain Hunter)
- Critical Incident Stress Management Team (50 members)
- 1 Chaplain
- Internal Employee Assistance Program
- External Employee Assistance Program
- Mental Health referrals through health insurance
- Affiliations with UT Austin and UofH Doctoral Intern Programs for research

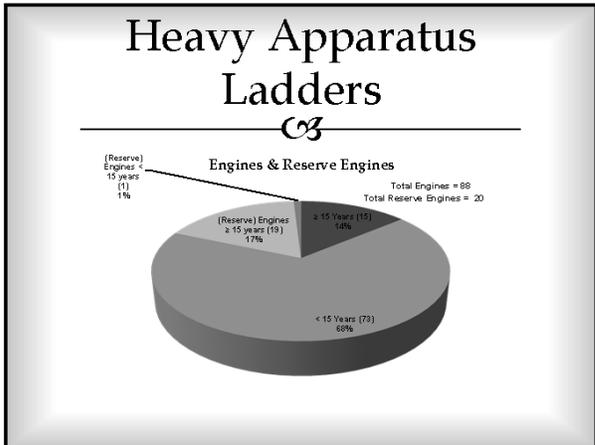
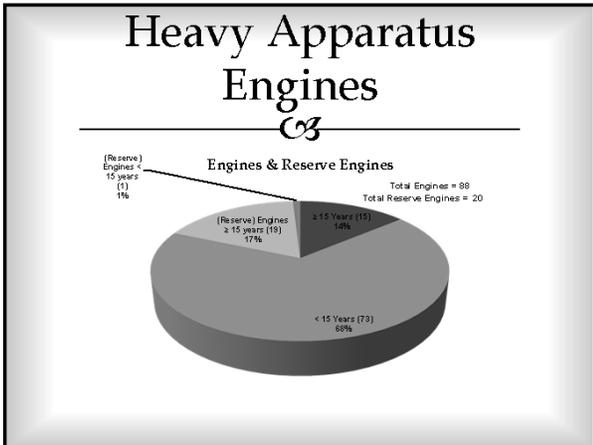
Services Provided

- Critical Incident Stress defusing and debriefings
- Individual Peer counseling
- Faith-based support
- Professional one-on-one counseling
- Group therapy programs
- Suicide Prevention Programs
 - Active member, family, retirees
- Estimate 13% of HFD members actively utilizing some form of member support/psychological services

Fleet

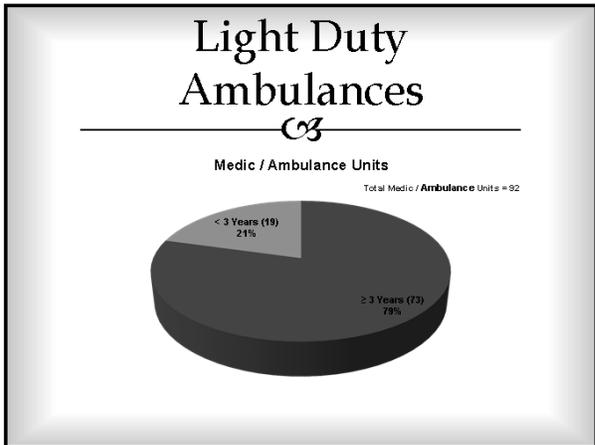
Heavy Apparatus

- NFPA 1901 Motorized Fire Apparatus
 - No frontline units over 15 years old
 - National consensus standard for departments of all size
 - Challenges in obtaining parts for vehicles 10-15 years old
 - Results in extended out of service times and extended use of reserve fleet as frontline units
- COH recommended replacement cycle for heavy apparatus:
 - Engines – 10 year front-line service, 5 year reserve service
 - Ladders – 12 year front-line service, 5 year reserve service
 - Requires capital purchase of 10 Engines, 4 Ladders, 1 Specialty Apparatus per year totaling \$10M



Light Duty Fleet

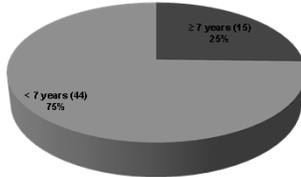
- City of Houston replacement recommendations:
 - Replacement cycle has been established based on mileage, type of use, and estimated repair costs
- Ambulance Replacement
 - Replaced chassis every 3 years
 - Module can be refurbished and remounted
- Emergency Response Vehicle Replacement
 - Includes District Chief, EMS Supervisor, Safety Officer, Booster
 - Replaced every 4 years as frontline units
 - Reserve status based on vehicle condition and repair
- Support Vehicle Replacement
 - Includes Arson, Inspection, Administration, Support vehicles
 - Replaced every 7 years



Light Duty Emergency Response

Emergency Response Light Duty

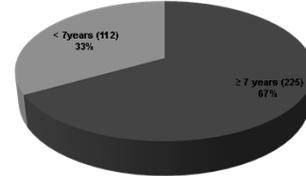
Total Emergency Response = 59



Light Duty Support Vehicles

Light Duty Vehicles

Total Vehicles = 337



Water Rescue

A discipline within the Technical Rescue Team

May 26, 2015

- Historic Flooding in Houston
- HFD responded to 1342 incidents in a 12 hour period
- HFD Rescue Boat 42 capsized at approximately 7am
- 3 civilians on-board perished in the incident
- 1 civilian and 2 firefighters were rescued from the swift water incident
- Internal report released on October 23, 2015

- All life preservers on swift water rescue boats upgraded to Type V vests for both rescuers and victims.
- Replaced 3 swift water rescue boats - \$68,000 funded by Firefighter Foundation
- Funding identified for TRT swift water rescue training:
 - Swift Water Technician Training (10 hrs) - Scheduled for March 22-24 - \$36,000
 - Swift Water Boat Operations (20 hrs) - being scheduled this spring based on water conditions - \$116,000
- Funding identified for Evacuation Boat upgrades - in progress

Regional Mutual Aid

Agreements

- Regional Mutual Aid Agreement in place for the UASI region
 - Covers 12 hours of aid at no cost
- Mutual Aid within Harris County covered by various Mutual Aid agreements with each agency
- Southeast Texas Regional Advisory Council (SETRAC)
 - Coordinates EMS Mutual Aid within a nine county region for disasters and mass casualties

Technology

Technology Changes in past 5 years

- Transition to 700/800 MHz Digital Trunking Radio System (2013) - \$150M Grant and General Fund
- Replacement of all Thermal Imaging Cameras with latest up-to-date technology (Scott Eagle Attack) - \$1.2M FEMA grant
- Upgrades to Grace Electronic Accountability System to the TPASS IV - \$1.2M UASI-funded (2012)
- Panasonic Toughpads in field operations - \$5.2M multiple grants
- Implementation of Digital Sandbox - UASI funded
- Implementation of Electronic Form 42's (Personnel Records)
- Currently ordering and deploying new LifePack 15 cardiac monitors on all ALS units - \$5M General Fund

Technology for the future

- SCBA upgrades
 - Critical need to upgrade all SCBA's to 2013 compliant standard
 - Currently have 430 SCBA's manufactured under 2002 standard
 - Currently have 852 SCBA's manufactured under 2007 standard
 - Requires AV3000 Facepiece for all members
 - Current hood not compatible with AV3000
 - Currently field testing hood options
 - Have applied for a \$3.4M Assistance to Firefighters Grant
 - Will replace 430 SCBA's with current standard
 - Will replace 3046 SCBA facepieces with AV3000
 - Outstanding issues:
 - Additional 600 AV3000 Facepieces - \$163,000
 - 3600 replacement hoods - \$550,000

Technology for the Future

- Scott Pak Tracker
- Scott SEMSII/Imperium
- In-Mask Communications
 - Currently using the Radio EZCommII
 - Outdated and replacement parts are becoming costly and problematic
 - Searching for new alternatives (Scott EPIC 3 RIDI)
- Life Safety Information Technology
 - Increase responder safety by linking critical inspection data and making it available during emergency response
 - Future implementation through Digital Sandbox
- DataCasting