



CITY OF TEXARKANA

CITY COUNCIL

AGENDA • FEBRUARY 9, 2015

Council Chambers

Regular Meeting

6:00 PM

**220 TEXAS BLVD.
TEXARKANA, TX 75501**

Mayor

Bob Bruggeman

Ward 1

Brad Casteel

Ward 3

Tina Veal-Gooch

Ward 5

Christy P. Paddock

Ward 2

Willie Ray

Ward 4

Brian Matthews

Ward 6

Josh Davis

For any agenda item, the City Council reserves the right to advance the "Council Vote" date to a hearing or briefing date.

The City Council reserves the right to convene into closed session on any agenda item or issue should the need arise and if applicable pursuant to authorization by the Texas Open Meetings Act (Title 5, Chapter 551 of the Texas Government Code).

If the City Council convenes into closed session, they will reconvene in one hour or less to take any final action, decision, or vote on a matter deliberated in closed session.

- I. CALL TO ORDER, ROLL CALL, ESTABLISHMENT OF QUORUM**
- II. INVOCATION AND PLEDGE BY COUNCILMEMBER BRAD CASTEEL**
- III. MAYOR'S OPENING REMARKS**

Upcoming City Council Meetings:

Wednesday, February 11, 2015 - Special Council Meeting with Texarkana, Arkansas Board of Directors - Leadership Texarkana at Texarkana College, Truman Arnold Center - 11 a.m.

Monday, February 23, 2015 at 6:00 p.m.

Monday, March 9, 2015 at 6:00 p.m.

Monday, March 23, 2015 at 6:00 p.m.

Monday, April 13, 2015 at 6:00 p.m.

Monday, April 27, 2015 at 6:00 p.m.

Parks & Recreation Events:

Thursday & Friday, February 26th & 27th - ADA Fishing Derby - Spring Lake Park

For a complete list of Parks & Recreation activities and information call 903-798-3978 or visit the city website: <http://tx-texarkana.civicplus.com>

Appointments to Boards & Commissions

Presentations

- 1. KTB awards presentation for December residence and business of the month
- 2. 2014 Waste Management Annual Report presented by Doug Sims
- 3. Public Safety Communications Update presented by City Manager John Whitson
- 4. Juvenile Diabetes Presentation by Kayce Welch

IV. OPEN FORUM: COMMENTS FROM THE PUBLIC (LIMIT 5 MINUTES EACH)

Items scheduled for "Public Hearing" or have been heard at a previous "Public Hearing" are not to be addressed at the "Open Forum".

V. ITEMS FOR CONSIDERATION***Consent Items***

1. Consider approval of the minutes of the Regular Meeting of the City Council held on January 26, 2015 at 6:00 PM.

Council Tally Sheet for Ward 5 Appointment

2. Resolution No. 2015-019 approving and authorizing the City Manager to enter into a joint election agreement with Texarkana Independent School District for the election to be held on May 9, 2015.

Public Hearing:

Second Briefing:

Council Vote: February 9, 2015

3. Resolution No. 2015-020 approving and authorizing the City Manager to enter into a joint election agreement with Pleasant Grove Independent School District for the election to be held on May 9, 2015.

Public Hearing:

Second Briefing:

Council Vote: February 9, 2015

Action Items

4. Ordinance No. 2015-015 amending Ordinance No. 2014-073 concerning fiscal year 2014-2015 City of Texarkana Texas Budget to allow for a monetary donation of \$10,000 to be added to the police department budget account number 101-1702-52207 (Minor Tools and Equipment) for the purpose of using donation funds to purchase body cameras to be utilized by patrol officers.

Public Hearing:

Second Briefing:

Council Vote: February 9, 2015

5. Ordinance No. 2015-016 creating the rank of Assistant Chief of Police by approving and authorizing the reclassification of two (2) non-tested Police Captain Positions to two Assistant Chief Positions and eliminating assignment pay for the Police Department Chief of Staff.

Public Hearing:

Second Briefing:

Council Vote: February 9, 2015

6. Resolution No. 2015-018 authorizing the development of the Texarkana, Texas Housing Authority Robison Terrace Development.

Public Hearing:

Second Briefing:

Council Vote: February 9, 2015

VI. FIRST BRIEFINGS

1. Resolution No. 2015-017 authorizing the City Manager to issue a purchase order to Casco Industries, Inc. for the purchase of Firefighting Equipment (SCBA'S) through the HGAC Cooperative Purchasing Program in an amount not to exceed THREE HUNDRED EIGHT THOUSAND EIGHT HUNDRED TEN DOLLARS AND NO/100 (\$308,810.00).

Public Hearing: February 23, 2015

Second Briefing: March 9, 2015

Council Vote: March 23, 2015

VII. PUBLIC HEARINGS

1. Ordinance No. 2015-010 granting a Specific Use Permit to allow the one additional use of a hair salon on Tracts 26B and 27A, MEP & P HRS, A-421, located at 3901 Texas Boulevard. Reala Jo Kent, applicant.

Public Hearing: February 9, 2015

Second Briefing: February 23, 2015

Council Vote: March 9, 2015

2. Ordinance No. 2015-011 amending PD-03-8(O) for site plan approval to allow a parking area and signage on Tracts 26B and 27A, MEP & P HRS, A-421, located at 3901 Texas Boulevard. Reala Jo Kent, applicant.

Public Hearing: February 9, 2015
Second Briefing: February 23, 2015
Council Vote: March 9, 2015

3. Ordinance No. 2015-012 rezoning Lot 3, Rose Acres Annex Addition, located at 602 South Bishop Street. Industrial-1 to Single Family-2. Verna Cellers, applicant. Alice Bursey Johnson, agent.

Public Hearing: February 9, 2015
Second Briefing: February 23, 2015
Council Vote: March 9, 2015

VIII. SECOND BRIEFING WITH UPDATES

1. Resolution No. 2015-004 adoption of recommended revisions to Human Resources Handbook.

Public Hearing: January 26, 2015
Second Briefing: February 9, 2015
Council Vote: February 23, 2015

IX. SECOND BRIEFING WITHOUT UPDATES

X. ITEMS FOR DISCUSSION

Interstate Welcome Sign - Gateway Monument Presentation by Shirley Jaster

XI. ADMINISTRATIVE COMMENTS

1. Council
2. Staff

XII. ADJOURNMENT

Jennifer Evans, City Secretary

This meeting is being conducted in accordance with the Texas Open Meetings Law (V.T.C.A. Government Code 551).

This meeting is being conducted in accordance with the Americans with Disabilities Act [42 USC 12101 (1991)]. The facility is wheelchair accessible and handicap parking is available. Requests for sign interpretive services are available upon requests received at least 48 hours prior to the meeting. To make arrangements for these services, please call 903.798.3917, Personnel or (TDD) 1.800.RELAY.TX (1.800.735.2989).

City of Texarkana, Texas

Version: D

Update Date: 2/5/2015 11:34 AM

Briefing Sheet

Lead Department: Assistant City Manager **Action Officer:** Shirley Jaster, Assistant City Manager

Subject: KTB awards presentation for December residence and business of the month

Updates/History of Briefing:

Award winners are selected monthly and presented at the City Council meeting. A sign for the property is given to the recipient at the presentation. Pictures are taken of the winners with the Mayor and the Councilmember for the Ward

Executive Summary and Background Information:

Residence - Philip Jimmerson- Ward 6
Business- Fan Fare - Ward 5

Potential Options:

- "None"
-

Fiscal Implications:**Staff Recommendation:****Advisory Board/Committee Review:**

KTB Board

Board/Committee Recommendation:

KTB Board selected winners

Advisory Board/Committee Meeting Date and Minutes:

"NOT APPLICABLE"

Attachments

- a. Goals and Perspectives (DOCX)

City of Texarkana, Texas

Developing Perspectives and Goals Pending Approval by the City Council:

Perspectives	Goals
Serve the Community	☐ Promote an Environmentally Sensitive & Livable Community ☐ Provide a Safe Community ☐ Deliver Quality Services ☐ Foster a Healthy Community
Run the Operations	☐ Enhance Community Preparedness & Responsiveness ☐ Maximize Partnership Opportunities ☐ Provide Courteous & Responsive Customer Service ☐ Model a Positive City Image ☐ Deliver Efficient Services ☐ Cultivate Community Involvement & Access
Manage the Resources	☐ Maintain Fiscal Strength ☐ Maximize Utilization & Resources ☐ Invest in Infrastructure & Transportation
Develop Personnel	☐ Develop a Skilled & Diverse Workforce ☐ Create a Positive & Rewarding Work Culture

Perspectives and Goals Additional Comments:

(Insert Text Here/or say "NONE")

Resource Impact:Staff time required if item is approved: **Other Potential Impacts:**

List or say "NONE APPLICABLE"

Public Information Plan:

☐ Newspaper Notice (Required by Statute)	☐ Public Hearing (Required by Statute)
☐ Public Forum/Input Session	☐ Press Release
☐ E-News Distribution	☐ Website Notice
☐ Social Media (Twitter, Facebook, etc.)	☐ Special Mailing
☐ Flyers Posted	☐ Banners Posted
☐ Survey	☐ Automated Phone Call
☐ None Required	☐

Other:

City of Texarkana, Texas

Version:

Update Date: 1/21/2015 2:02 PM

Briefing Sheet**Lead Department:** Public Works Department **Action Officer:** Kyle Dooley**Subject:** 2014 Waste Management Annual Report presented by Doug Sims**Updates/History of Briefing:**

NOT APPLICABLE

Executive Summary and Background Information:

Doug Sims, Public Sector Solutions Manager with Waste Management, will be making a presentation of the 2014 Waste Management Annual Report. Mr. Sims will be discussing collection services, the recycling program totals, and partnership projects from 2014.

Potential Options:

- None
-

Fiscal Implications:

None

Staff Recommendation:

This will be an information presentation by Waste Management.

Advisory Board/Committee Review:

NONE

Board/Committee Recommendation:

NOT APPLICABLE

Advisory Board/Committee Meeting Date and Minutes:

NOT APPLICABLE

Attachments

- Goals and Perspectives (DOCX)
- 2014 Texarkana Annual Report (PDF)

City of Texarkana, Texas

Developing Perspectives and Goals Pending Approval by the City Council:

Perspectives		Goals
Serve the Community	☒ Promote an Environmentally Sensitive & Livable Community ☐ Provide a Safe Community ☒ Deliver Quality Services ☐ Foster a Healthy Community	
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Manage the Resources	☐ Maintain Fiscal Strength ☒ Maximize Utilization & Resources ☐ Invest in Infrastructure & Transportation	
Develop Personnel	☐ Develop a Skilled & Diverse Workforce ☐ Create a Positive & Rewarding Work Culture	

Perspectives and Goals Additional Comments:

None

Resource Impact:

Staff time required if item is approved: No Additional

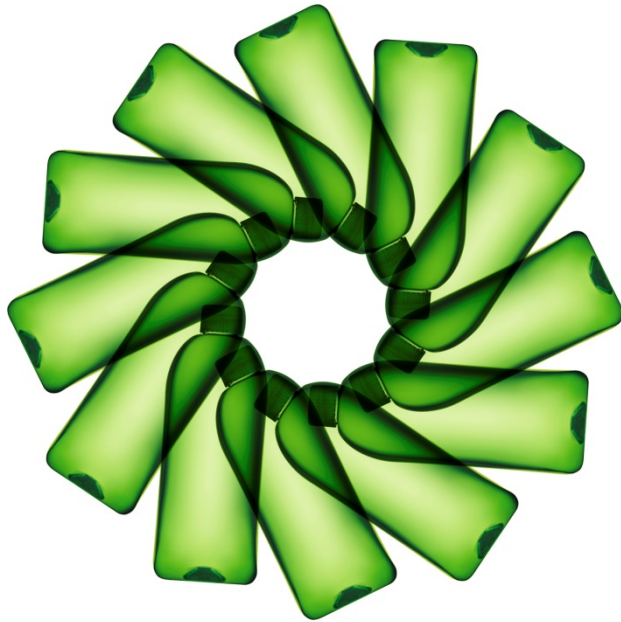
Other Potential Impacts:

NONE APPLICABLE

Public Information Plan:

☐	Newspaper Notice (Required by Statute)	☐	Public Hearing (Required by Statute)
☐	Public Forum/Input Session	X	Press Release
☐	E-News Distribution	X	Website Notice
☐	Social Media (Twitter, Facebook, etc.)	☐	Special Mailing
☐	Flyers Posted	☐	Banners Posted
☐	Survey	☐	Automated Phone Call
☐	None Required	☐	

Other:



Waste Management 2014 Annual Report to the City of Texarkana, TX

Jarrold Miller
District Manager

Doug Sims
Public Sector Solutions Manager



Dear City of Texarkana:

Once again in 2014, residents of Texarkana embraced the curbside recycling program that was implemented by the City in 2010. This year, residents recycled a record 1,699 tons of material. Prior to switching from 18-gallon bins to 65-gallon carts, less than 200 tons of recyclable material was collected each year.

For the first time, Waste Management also began measuring the amount of yard waste collected each week. In 2014, 1,075 tons of yard waste was diverted from the landfill and delivered to the TWU composting facility.

This commitment to recycling has had the equivalent environmental impact of conserving 604,929 gallons of gasoline.

Normally, new recycling programs see reduced volumes and participation after the initial excitement of the first year of service. However, citizens of Texarkana have shown their commitment to recycling by continuing their strong participation in recycling efforts for the past five years. Since 2010, participation has averaged over 65% with set out rates on any given week averaging as high as 58%, culminating this year in record volumes being collected.

Through our new "Recycle Often. Recycle Right" campaign discussed later in this report, we expect even stronger results in the coming years.

Waste Management is also proud to be partners with the City in community clean-up and special events such as the Believe in Beverly Clean Up in November and the annual Keep Texarkana Beautiful Clean Up in April.

We are especially proud to contribute to the City's Home Demolition projects. At no cost to the City, Waste Management disposed of 738.59 tons of demolition material in the short time since this project began in the Fall of 2014. It is our hope and plan to become more involved in assisting the City meet its "Pride in Place" goals as part of the "Focus on the Future" vision.

Waste Management is proud of its own goals for the future, including:

- To increase the volume of recyclable materials we process from 8.5 million tons in 2010 to 20 million tons in 2020;
- To invest in cleaner technologies improving fleet fuel efficiency by 15 percent and reducing emissions by 15 percent by 2020;
- To protect 25,000 acres of wildlife habitat across North America.

Sincerely,

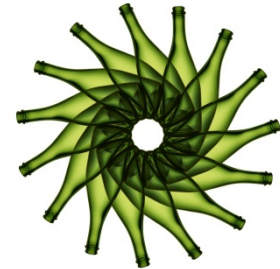
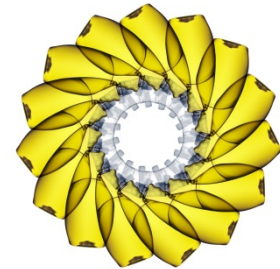
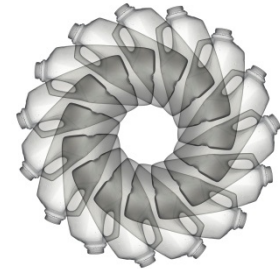
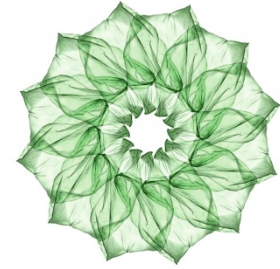


Doug Sims
Manager, Public Sector Solutions



Table of Contents

Recycle Often. Recycle Right. SM	4
Elementary Education Curriculum	5
Getting Back to the Basics of Good Recycling	7
Collection Services	8
Diversion Over the Years	9
A Shrinking Carbon Footprint	10
What It Means to Think Green	11
Waste Management in the Community	12
Conclusion	15
Your Waste Management Public Sector Solutions Team	16



Recycle Often. Recycle Right.SM

At Waste Management, we know how confusing recycling can be sometimes. The materials used in products on the shelf today are changing at a rapid rate, and this can create many questions about what is recyclable and what goes to the landfill.

WM is currently working with our municipal and community partners to educate our customers and get back to the basics of good recycling with a new program called **Recycle Often. Recycle RightSM**. When our customers follow the simple guidelines of **Recycle Often. Recycle RightSM**, recycling makes a big impact. Manufacturers will soon get the materials they need to make new products and you'll soon see how recycling the right materials really does make a big difference.

“We have a great social opportunity... We are the first generation that can actually pass the planet to the next generation in a better condition than we found it.”

- Jim Halter

Recycle Often. Recycle RightSM makes recycling simple, easily complementing a curbside recycling program like the one the City of Texarkana has. WM has created many materials for **Recycle Often. Recycle RightSM**. We even created a K-5 elementary recycling education curriculum. See the next page for more details.

WM wants to make it easy for you to engage residents! We have created everything we can think you would need and make sure our materials are useful, but we are always open to suggestions about what would make this easy for your city.

How to recycle:	WHY recycle?
 Recycle bottles, cans and paper products only	 Plastic bottles can turn into clothing
 Keep items clean and dry	 Aluminum cans can turn into new ones in 60 days
 No plastic bags	 Today's news can become a new cereal box

Elementary Education Curriculum



Waste Management, in collaboration with leading experts in education, curriculum development & instruction, has created a standards-based, interactive learning curriculum for elementary-age students.

Waste Management's Recycle Often. Recycle Right.SM curriculum is a series of grade-appropriate lessons and activities that teaches students [in Kindergarten through 5th grade] about best recycling practices.

At the end of the course they'll be able to answer the questions:

What is recycling?

Why is recycling important to the community and the environment?

What items can be recycled?

Why does successful recycling depend on the Recycle Often, Recycle Right practices?

How are recycling and solid waste collected and managed?

What is a Materials Recovery Facility and how does it work?



The curriculum was designed to align with the Next Generation Science Standards, using Science, Technology, Engineering, and Math (STEM) best teaching practices.

Elementary Education Curriculum



As North America's leading provider of recycling services, Waste Management is proud to offer this novel curriculum, teaching young students how to apply the Recycle Often, Recycle Right practices.



The Recycle Often. Recycle Right curriculum is available to Waste Management customers and communities on request. The downloadable curriculum comes with:

Standards-based lesson plans for Kindergarten through 5th grade

One video presentation element

Student worksheets and lesson extensions

One student/video assembly that includes optional parental involvement

Add some fun to Recycle Often. Recycle RightSM.

To reinforce the recycling message and increase kids' involvement, the curriculum includes a package of WM promise cards, tree leaves, and ambassador stickers for hands-on projects.



Getting Back to the Basics of Good Recycling

3.2.b



RECYCLE OFTEN.
RECYCLE RIGHT.™

Watch this video to show you how a recycling center works and to illustrate the simple, easy things everyone can do to Recycle Often. Recycle RightSM. Visit our YouTube Chanel here: https://www.youtube.com/watch?v=9goFU_Z2zZg.



Attachment: 2014 Texarkana Annual Report (1249 : Waste Management Annual Report)

Collection Services

Waste Management, along with its predecessor, Western Waste, has provided waste and recycling services to the City of Texarkana for its residential and commercial needs for more than 40 consecutive years. In 2010, the City of Texarkana implemented a new environmental services plan. Trash and bulk collection changed to once a week pick up; recycling bins increased in size from 18-gallon bins to 65-gallon carts; brush began to be diverted from the landfill and given a second life.

Wheeled carts and the ability to put all recyclables in the same container makes the program simple and convenient. Continuous high participation in Texarkana's



Waste Management currently provides the following services to the residents of Texarkana:

- 1x week refuse pick-up with a 96-gallon cart
- 1x week recycling pick-up with a 65-gallon cart
- 1x week bulk collection
- 1x week yard waste collection

57% Set-Out

recycling carts out on
an average week



74.1% Participation

total residents participating –
based on 1.3 x set-out rate

residential curbside recycling program continues to demonstrate that your residents are dedicated to conservation.

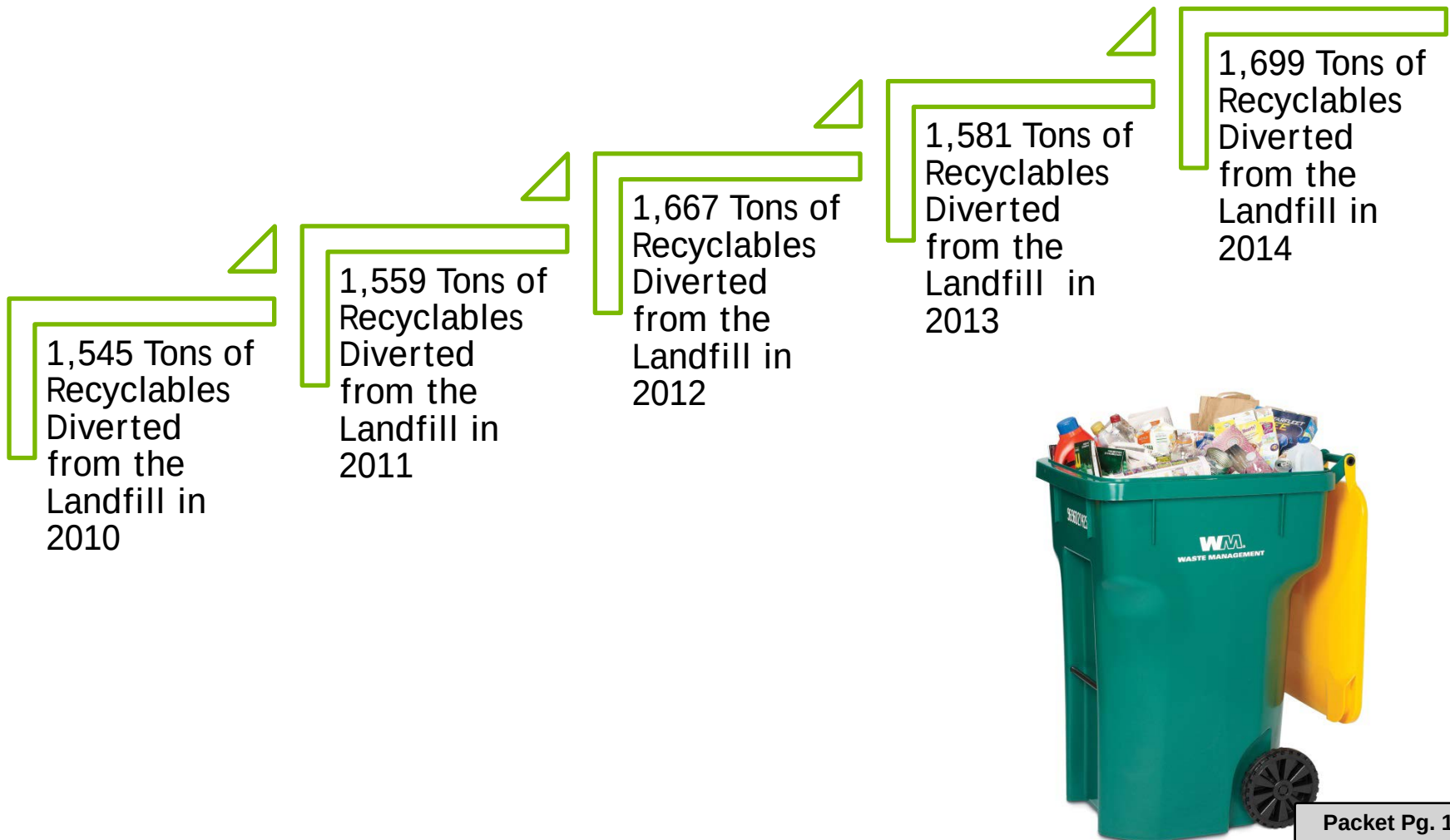
Overall, this change to waste services has positively impacted the City's sustainability plan. Increased diversion and decreased waste going to the landfill over the last four years has proved that it is possible to be fiscally responsible, while making a social and environmental impact.

In Texarkana, Waste Management currently services:

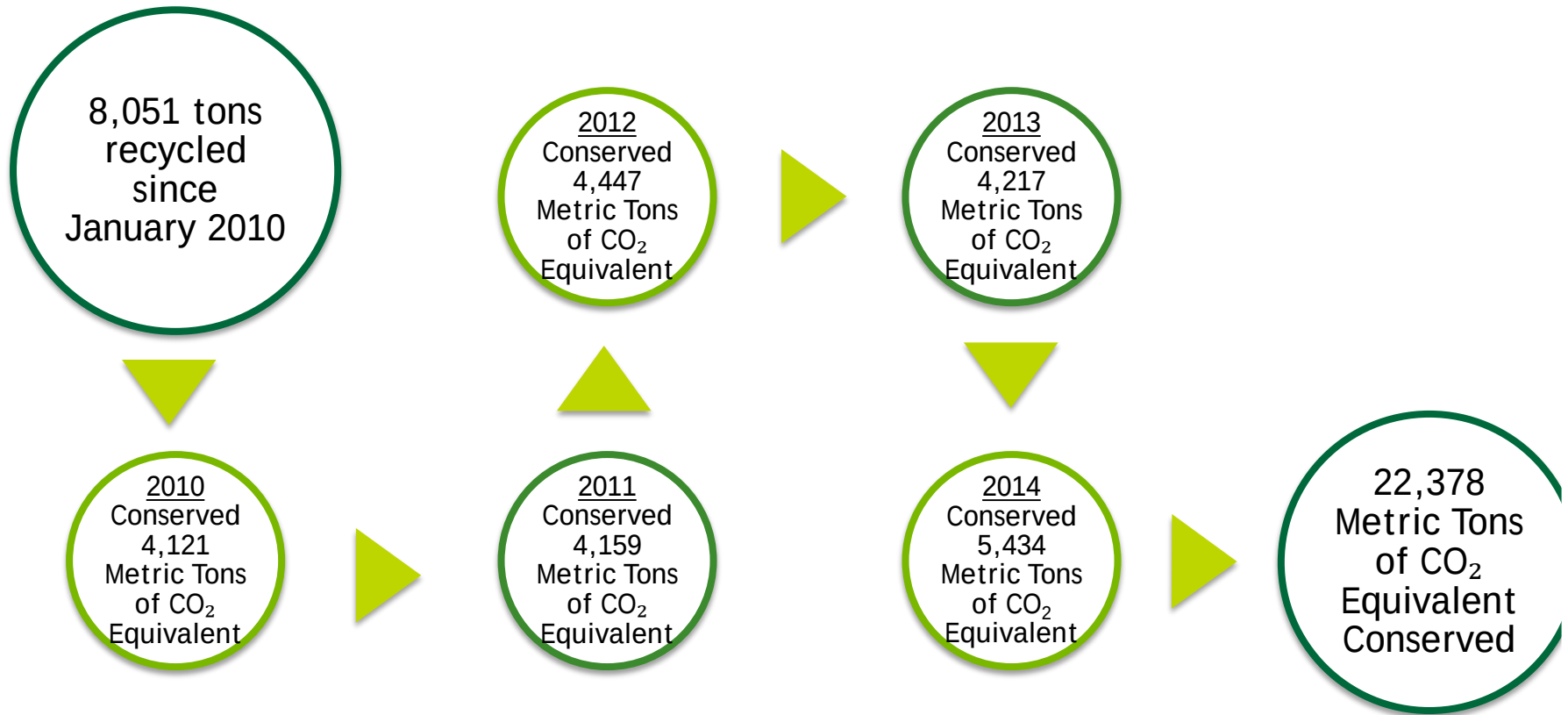
- 10,289 Households
- 8 Fire Stations
- 12 City Facilities

Diversion Over the Years

The following charts shows diversion in Texarkana since 2010, when residents began using 65-gallon recycling containers. Each ton of recyclables has measureable positive impact, as can be seen on the next few pages.



A Shrinking Carbon Footprint



What It Means to Think Green

Texarkana diverted 1,699 tons of recyclables and 1,075 tons of yard waste from the landfill in 2014, which is equal to 5,376 metric tons of carbon dioxide (CO₂) equivalent, or...



conserving

604,929 gallons of gasoline



growing

137,846 tree seedlings for 10 years



removing the annual emissions from

1,132 cars off the road



Saving CO₂ emissions from

491 homes' energy use for one year

Waste Management in the Community

Waste Management's takes great pride in collaborating with the communities we serve to support total sustainability – environmental, social and economic. In the last year, we have supported many community organizations and events. Here's what we've achieved together so far.



Roll offs are great for public events, giving all attendees and staff a singular drop off point to bring their waste.

New Fire Station Training Center

- WM provided four free hauls for a 30-yard roll off

City Garage Sale

- In April, WM provided a 30-yard RO and free hauls for the City Garage Sale

Baseball/Softball Tournaments

- WM provides free service to three 8-yard containers for the Parks & Recreation Department as needed for baseball and softball tournament games

Believe in Beverly Clean Up Event

- November 7, 2014 – WM provided six 8-yard containers and hauled each once at no cost

At the Believe in Beverly Clean Up Event, more than 80 volunteers helped by painting, picking up trash, and landscaping



Waste Management in the Community



Electronic Recycling Days are a great way to keep valuable resources out of the landfill

Jesus Camp Cleanup

- WM provided one free haul for a 30-yard roll off

Home Demolition

- The City received at no cost 738.59 tons of material disposal from Demolition Projects
- In addition, the City received 1,612.97 tons of free disposal in 2014

City Facilities

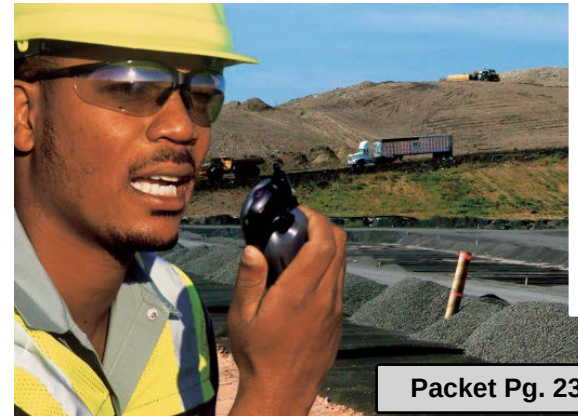
- WM provides a 20-yard RO to TWU for special grit waste with 10 free hauls for up to 10 tons per haul each year

Electronics Recycling Day

- April 26, 2014 - WM helped sponsor an e-waste recycling day for residents, collecting computers, TVs, stereos and other small appliances.

Residential services

- Texarkana Residents receive free landfill disposal for 53 tons of material



By providing free landfill disposal, WM helps keep costs down for the City of Texarkana and its residents

Waste Management in the Community



A healthful community is based on resident involvement and support; WM is proud to help support the Texarkana, TX community

Keep Texarkana Beautiful

- April 26, 2014 - WM provided four free hauls for a 30-yard roll off

Homeless Clean Up

- WM recovered an 8-yard six times at 5600 North Park

Code Enforcement Clean Up in Beverly

- WM provided two free hauls for an 8-yard

Kiwanis Pancake Breakfast

- Provided a free haul for an 8-yard container

House of Refuge Back to School Shoes for Kids

- WM gave two 8 yard container and a 20 yard roll off

Clean-ups are a great way to help boost residents' pride in their city and keep their city beautiful



Conclusion

Waste Management is proud of the accomplishments we helped the City and the residents of Texarkana, TX reach in 2014. We look forward to expanding our partnership to include many other innovative programs, including our exciting new **Recycle Often. Recycle RightSM** campaign.

The key to sustaining a strong recycling program is found in the youth of today, and **Recycle Often. Recycle RightSM** recognizes their impact. The development of educational materials and school curricula will make it easy for teachers in the Texarkana Independent School District to generate exciting recycling opportunities for their students.

If you have any questions regarding the information about **Recycle Often. Recycle RightSM**, or other information in this annual report, or have suggestions about how our service can be improved as a part of Waste Management's effort to be a valued partner in your community, please let us know.

Thank you for allowing Waste Management to serve your citizens for this many years. We value your business and your partnership, and we look forward to an even better 2015.



Your Waste Management Public Sector Solutions Team

Contact	Title	Phone Number(s)	Email
Doug Sims	Public Sector Solutions Manager	Mobile: 903-647-6862	Dsims5@wm.com
Jarrold Miller	District Operations Manager	903-794-4112 x 105 Mobile: 903-809-9451	Wjmiller@wm.com
Kevin Kessler	Route Manager	903-794-4112 x 109 903-824-1562	Kkessler@wm.com
Antonio Porter	Lead Driver		Aporter3@wm.com
George Wheatley	Area Manager	479-372-4427 Cell: 501-804-9515	Gwheatley@wm.com
Dana Jenkins	Contract Coordinator – Public Sector	334-705-4327 Cell: 334-748-8896	Djenkins@wm.com
Billing Questions & Service Changes	Customer Service Mailbox	N/A	ATAKPublicSector@wm.com
Revised 1/2015			



City of Texarkana, Texas

Briefing Sheet

Version: A

Update Date: 2/2/2015 12:52 PM

Lead Department: City Manager **Action Officer:** Pam Burns, Municipal Clerk
Public Safety Communications Update presented by City Manager John
Subject: Whitson

Attachments

- a. Goals and Perspectives (DOCX)
- b. Public Safety Communications Presentation 20150129 (PDF)

City of Texarkana, Texas

Developing Perspectives and Goals Pending Approval by the City Council:

Perspectives	Goals
Serve the Community	☐ Promote an Environmentally Sensitive & Livable Community ☒ Provide a Safe Community ☒ Deliver Quality Services ☐ Foster a Healthy Community
Run the Operations	☐ Enhance Community Preparedness & Responsiveness ☐ Maximize Partnership Opportunities ☐ Provide Courteous & Responsive Customer Service ☒ Model a Positive City Image ☐ Deliver Efficient Services ☐ Cultivate Community Involvement & Access
Manage the Resources	☐ Maintain Fiscal Strength ☐ Maximize Utilization & Resources ☐ Invest in Infrastructure & Transportation
Develop Personnel	☐ Develop a Skilled & Diverse Workforce ☐ Create a Positive & Rewarding Work Culture

Perspectives and Goals Additional Comments:

Promote Public Safety

Resource Impact:

Staff time required if item is approved: Medium

Other Potential Impacts:

Police and emergency communications throughout the region

Public Information Plan:

☐ Newspaper Notice (Required by Statute)	☐ Public Hearing (Required by Statute)
☐ Public Forum/Input Session	☐ Press Release
☐ E-News Distribution	☐ Website Notice
☐ Social Media (Twitter, Facebook, etc.)	☐ Special Mailing
☐ Flyers Posted	☐ Banners Posted
☐ Survey	☐ Automated Phone Call
☐ None Required	☐

Other:



Public Safety Communications

Public Update

29 JAN 15

Public Safety Communications is not Just a Radio System

- Dispatch Management System
- Records Keeping and Management System
- Asset Tracking System
- Link between Supported and Supporting Agencies
- Backbone to Disaster Recovery
- Access to additional information
- Status Reporting
- Interface with 911

First Effort considered Three systems

- CAD - Computer Aided Dispatch
- RMS – Records Management System
- Radios

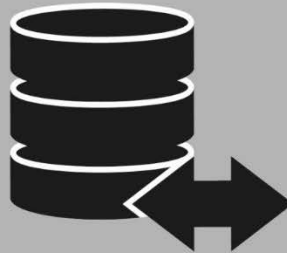
Key Components of the our Radio System

Tower Site
Equipment



End of Life in
2013
Support is
provided

Central
Controller



End of Life in
2004 and no
parts support
available

Dispatch
Console



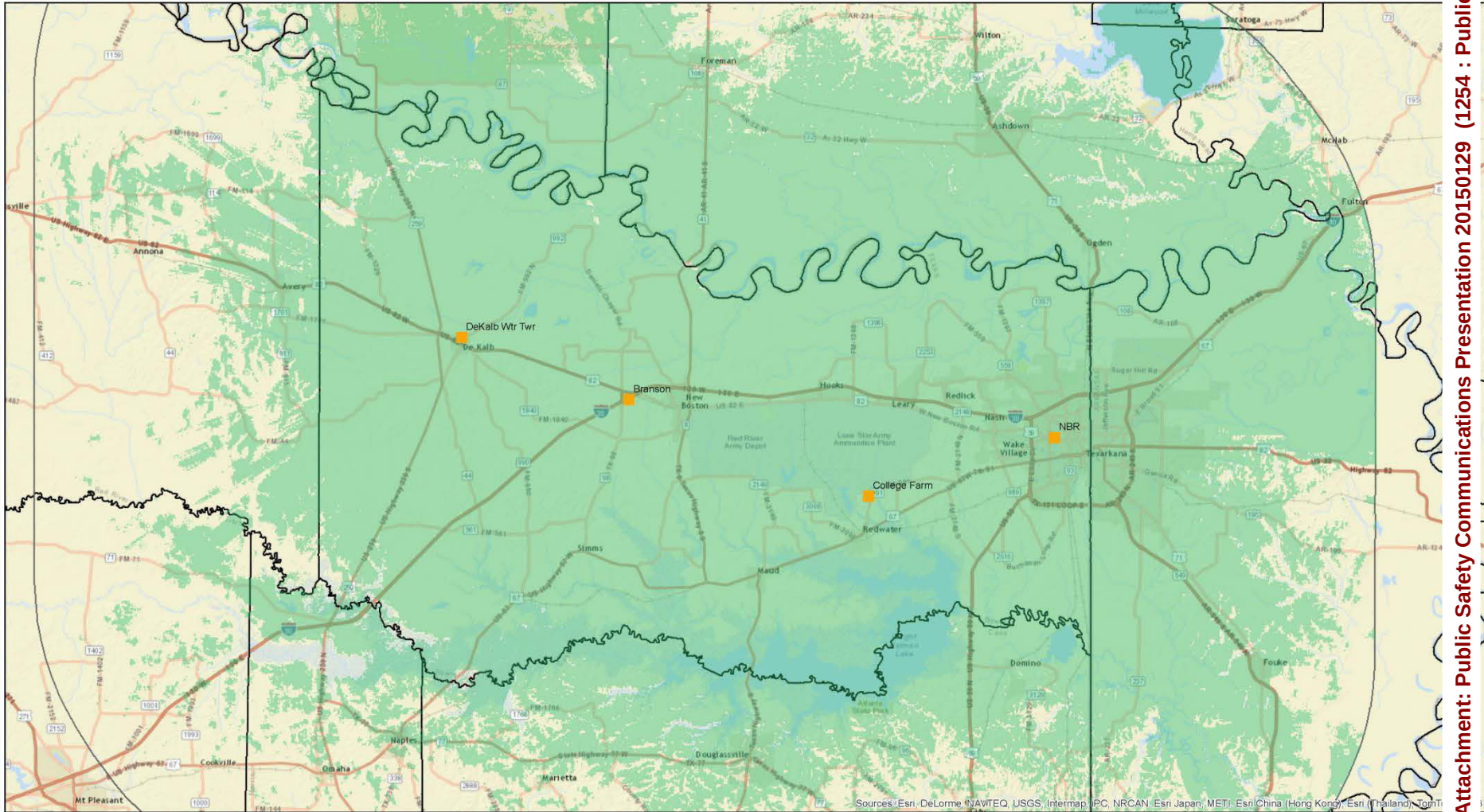
End of Life in
2013
Support through
2018

Texarkana Texas PUBLIC
SAFETY communications
network upgrade
IS CRITICAL!



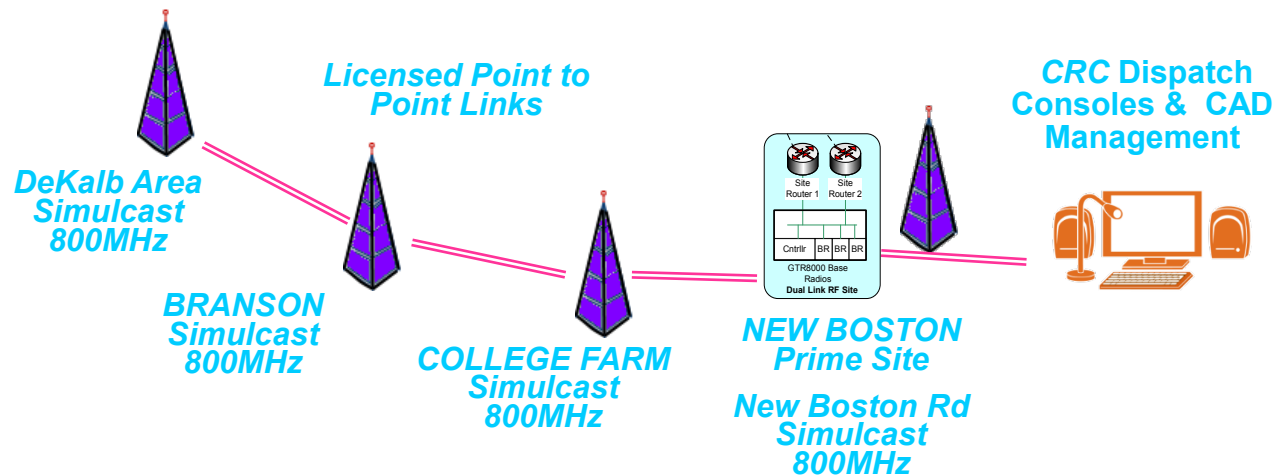
APX6500 MOBILE COVERAGE

INFORMATIONAL ONLY



LIGHT GREEN = 95% Coverage Area Reliability

System Overview 4 SITE Simulcast



Current Situation

- CAD - Computer Aided Dispatch
- RMS – Records Management System
- Radios

Current Situation

- CAD - Computer Aided Dispatch
- RMS – Records Management System
- Radios

Current Situation

➤ CAD - Computer Aided Dispatch

➤ RMS – Records Management System

➤ Radios

Current Situation

➤ CAD - Computer Aided Dispatch

➤ RMS – Records Management System

➤ Radios

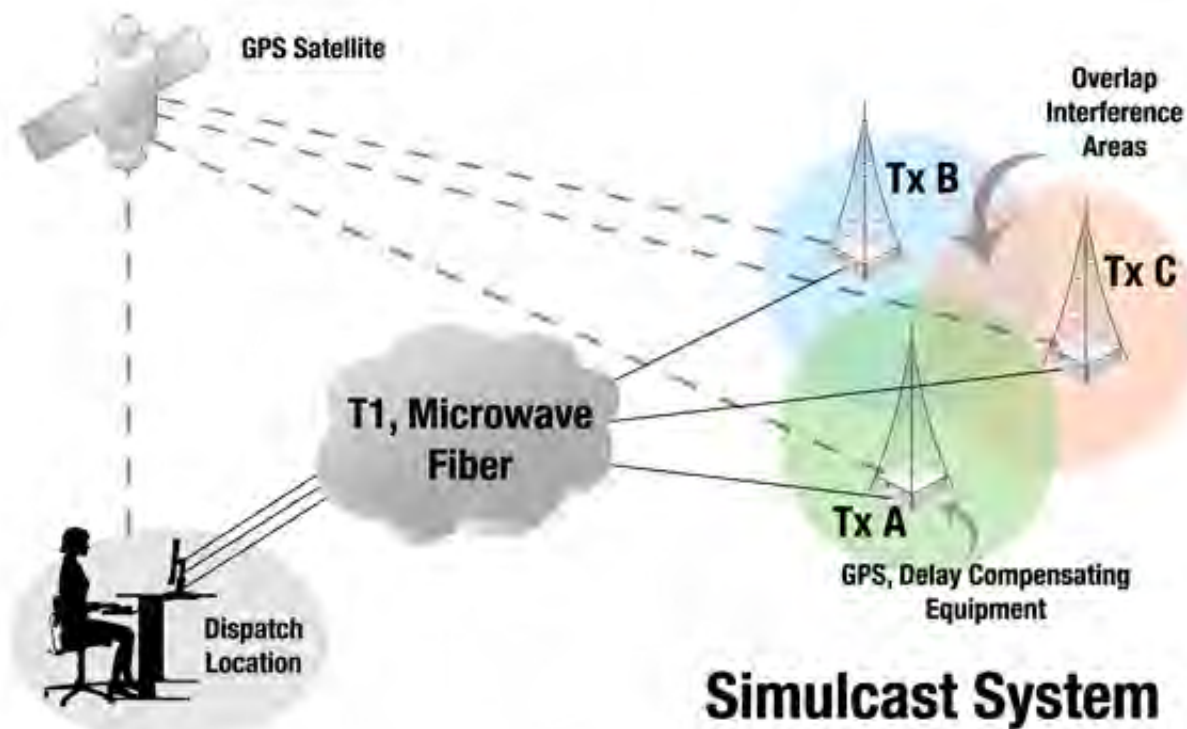
- RADIO SYSTEM IS AN ABSOLUTE NECESSITY
- ONLY WAY TO EFFECTIVELY COMMUNICATE WITH OFFICERS AND FIREFIGHTERS IN THE FIELD
- Radios allow communications between units to coordinate response
- The radio is the lifeline for the police officer or firefighter in high risk situations



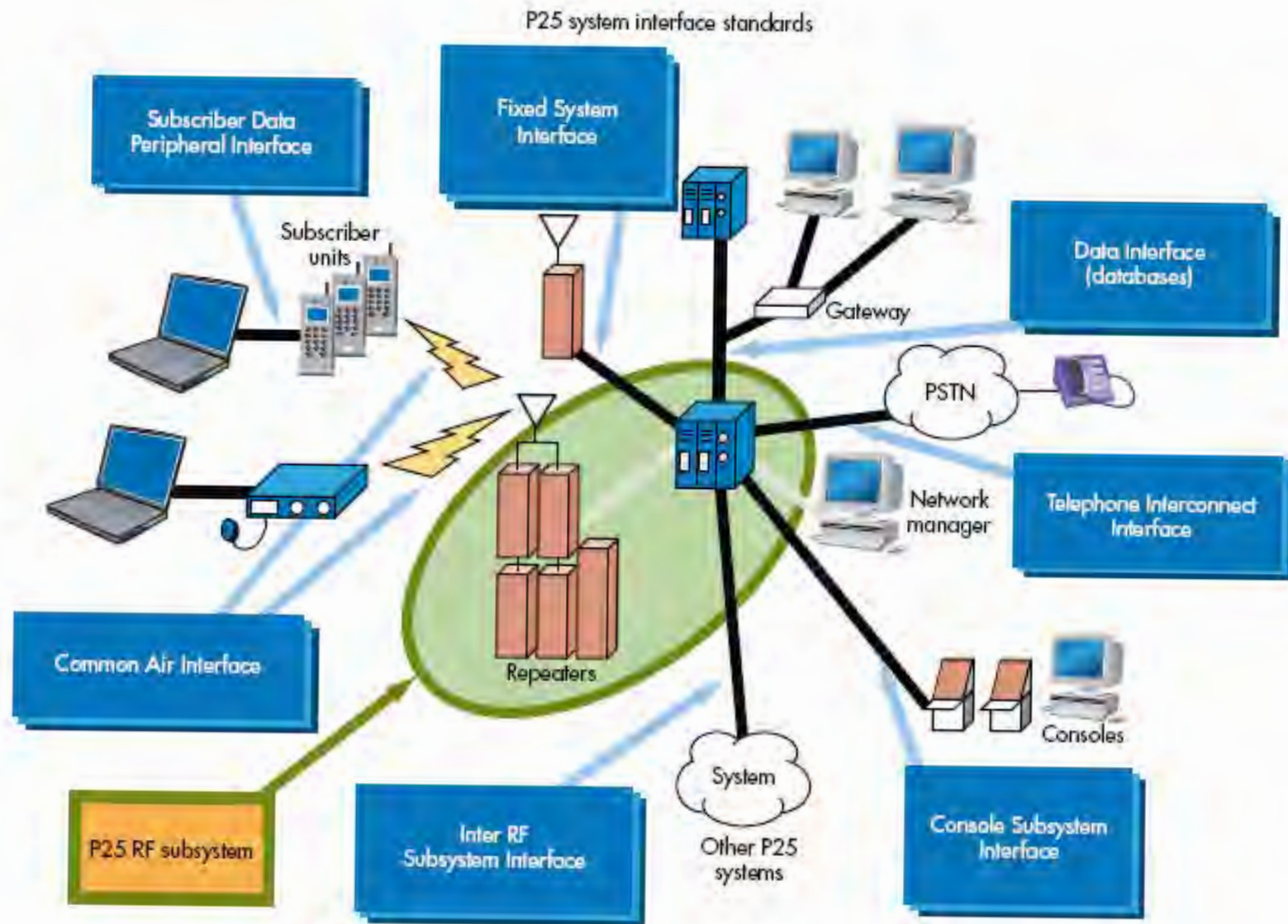










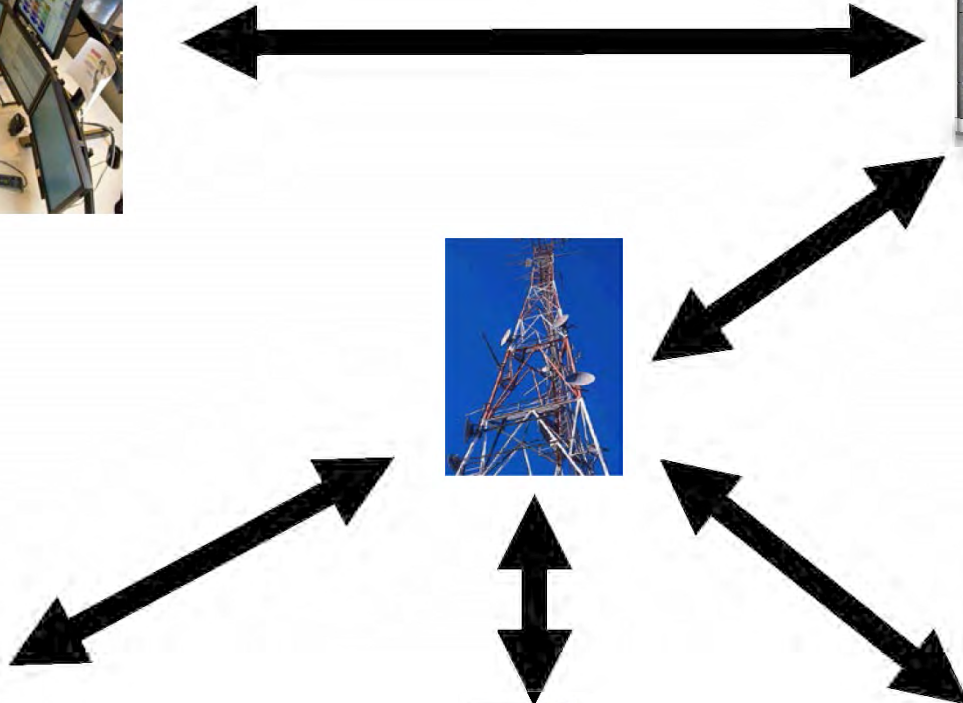
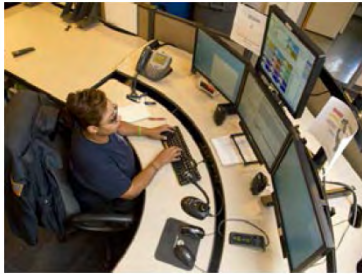


Direction

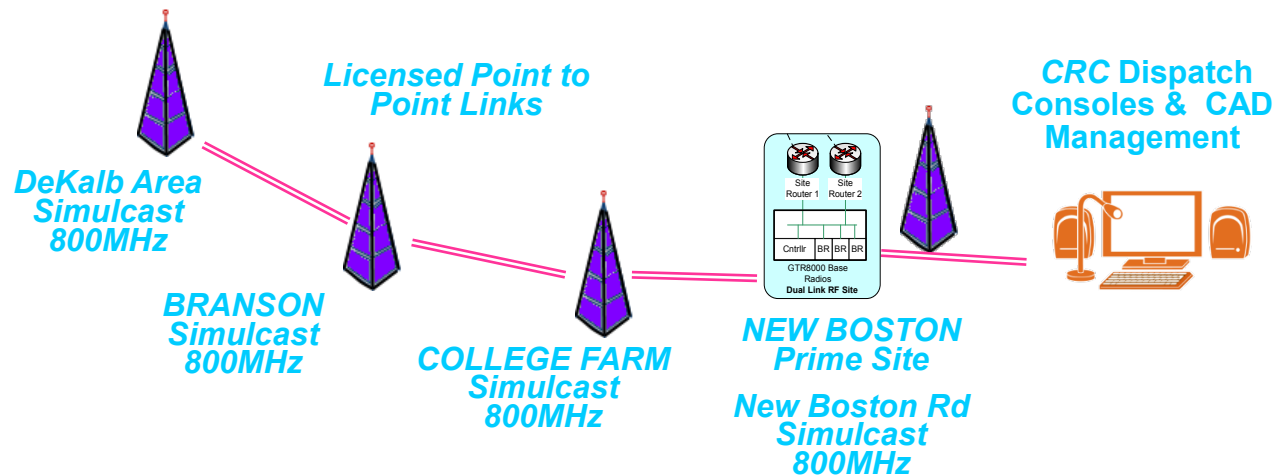
- Low Cost to the Texarkana, Texas Taxpayer
 - Competition
 - More Vendors
 - Other Users Pay Their Own Way
 - Only Essential Needs to be Addressed
- P25 Compliance
 - Digital
- Consider Alternatives to Stand-Alone System

Current Alternatives

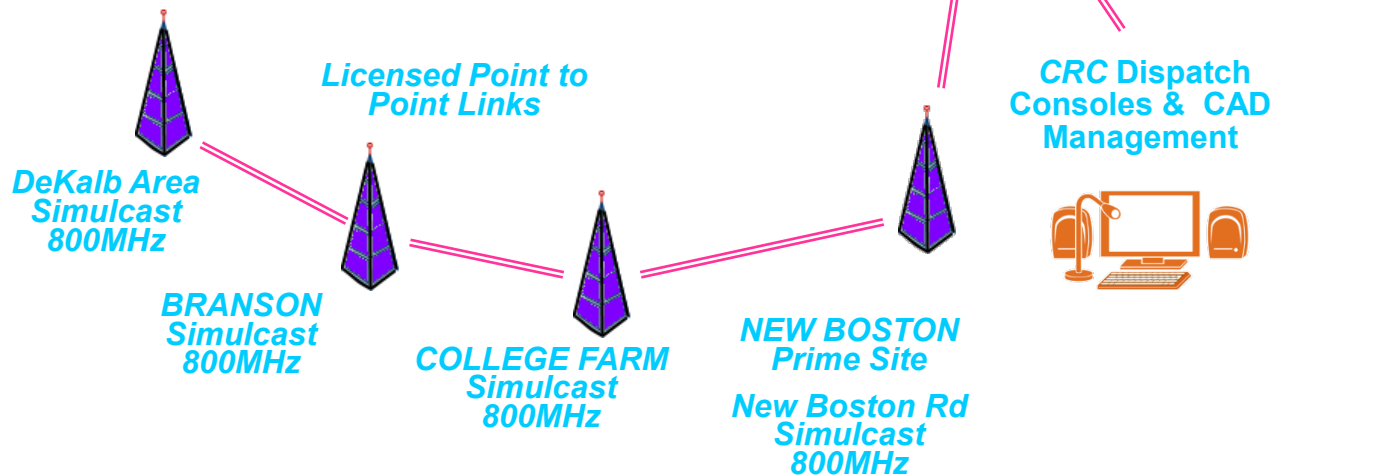
- Arkansas Wireless Information Network (AWIN)
- Department of Public Safety (TX-DPS)
- Texas Wide Area Radio Network (TxWARN)



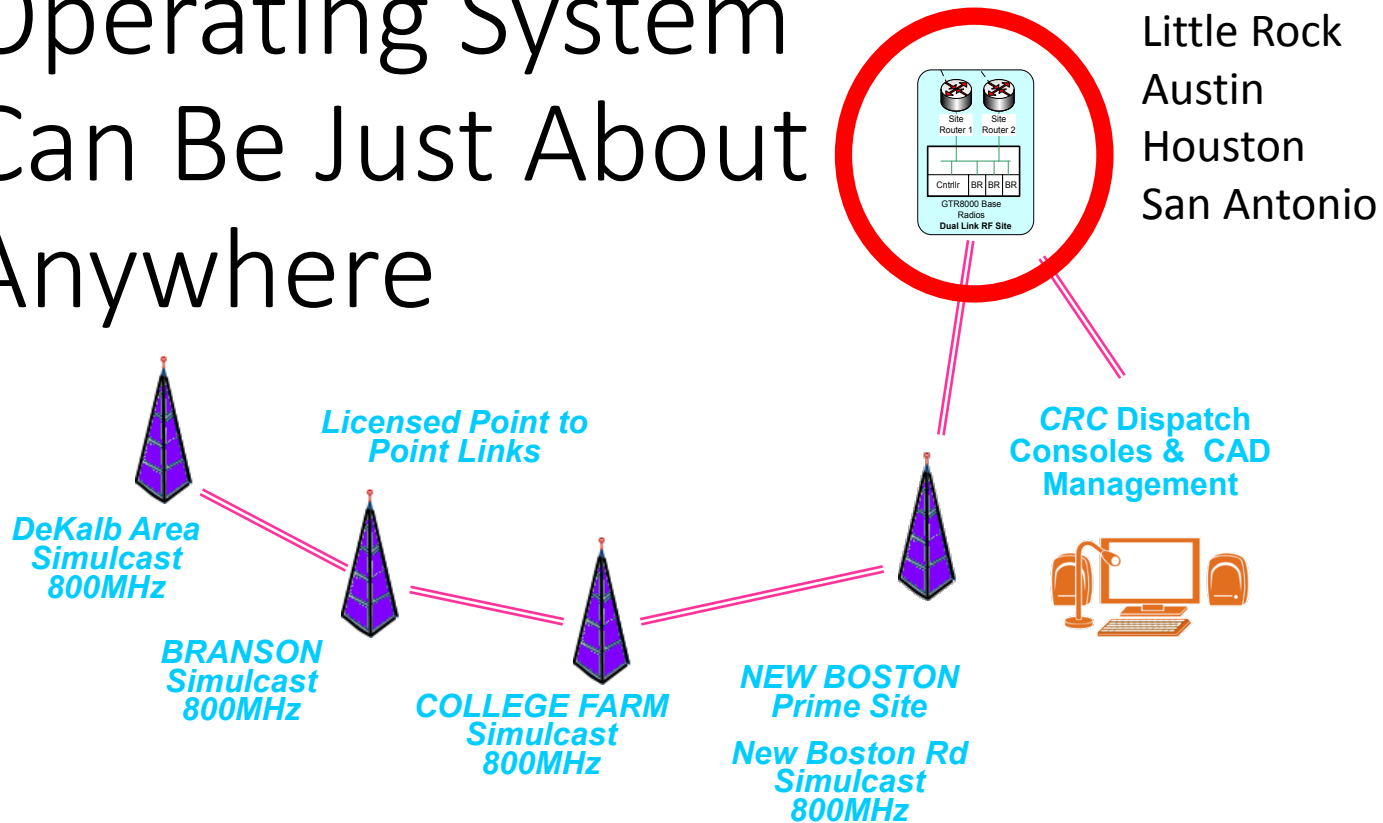
System Overview 4 SITE Simulcast



Operating System Can Be Just About Anywhere



Operating System Can Be Just About Anywhere



Available Systems

	AWIN	TX-DPS	Tx-WARN
Location	Little Rock	Austin	Houston
Vendor	Motorola	Motorola	Motorola
Version	7.5	7.13	7.7
Latest		7.14	

What has been
determined so far...

Business Donation if we choose
AWIN = \$500,000

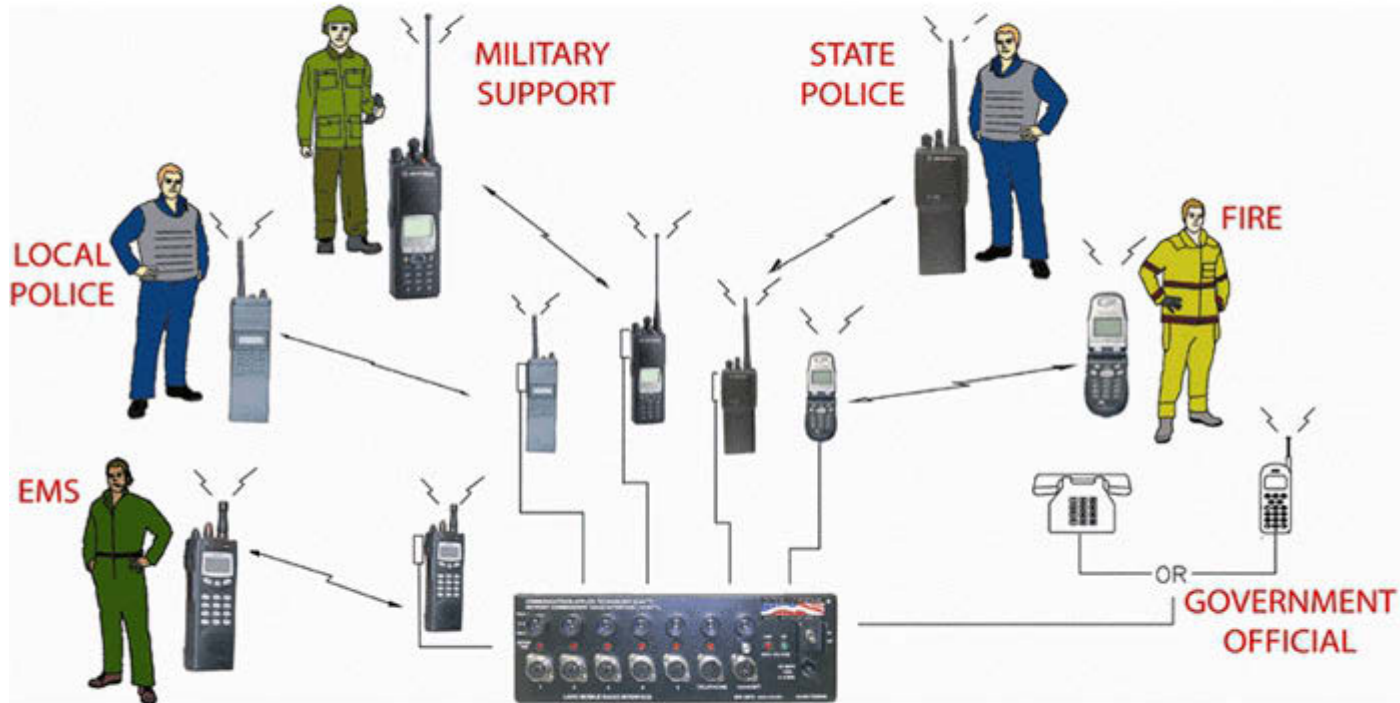
Connection between us and the core is important:

- AWIN: Microwave signal
- DPS/TxWARN: Fiber Optic Line
 - Texas Learn Fiber is in Texarkana
 - TAMUT installed Fiber between TXK and DAL
 - Maybe we can acquire space on the existing fiber
- Need to think about redundant communications link between TXK and the Core

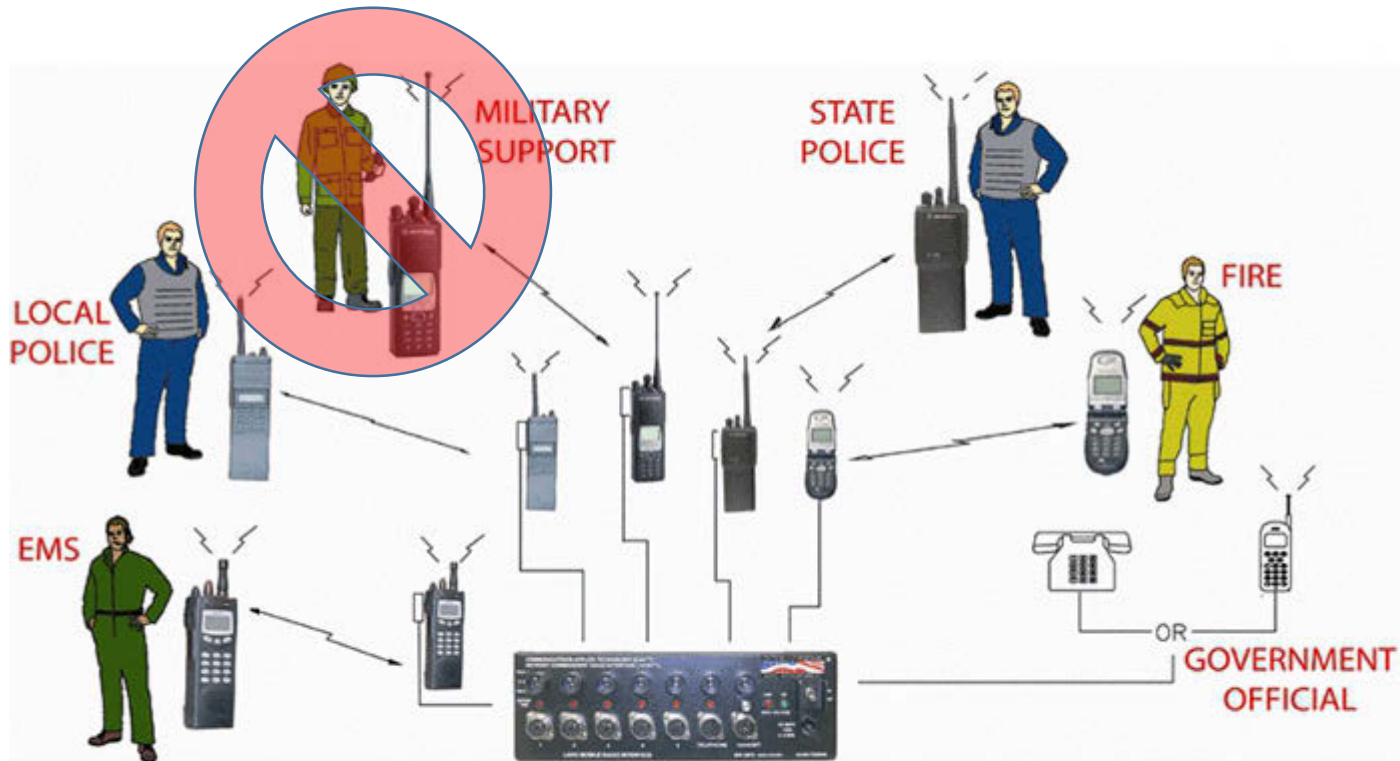
Future Upgrades

- AWIN
 - State Legislature Controls the Funds
 - Version 7.5 is not very recent
 - DPS is using Version 7.13
- TxWARN
 - Version 7.7 is not very recent
 - Partners pay for the system
- TX-DPS
 - State Legislature Controls the Funds
 - Using Version 7.13
 - Soon to upgrade to 7.14

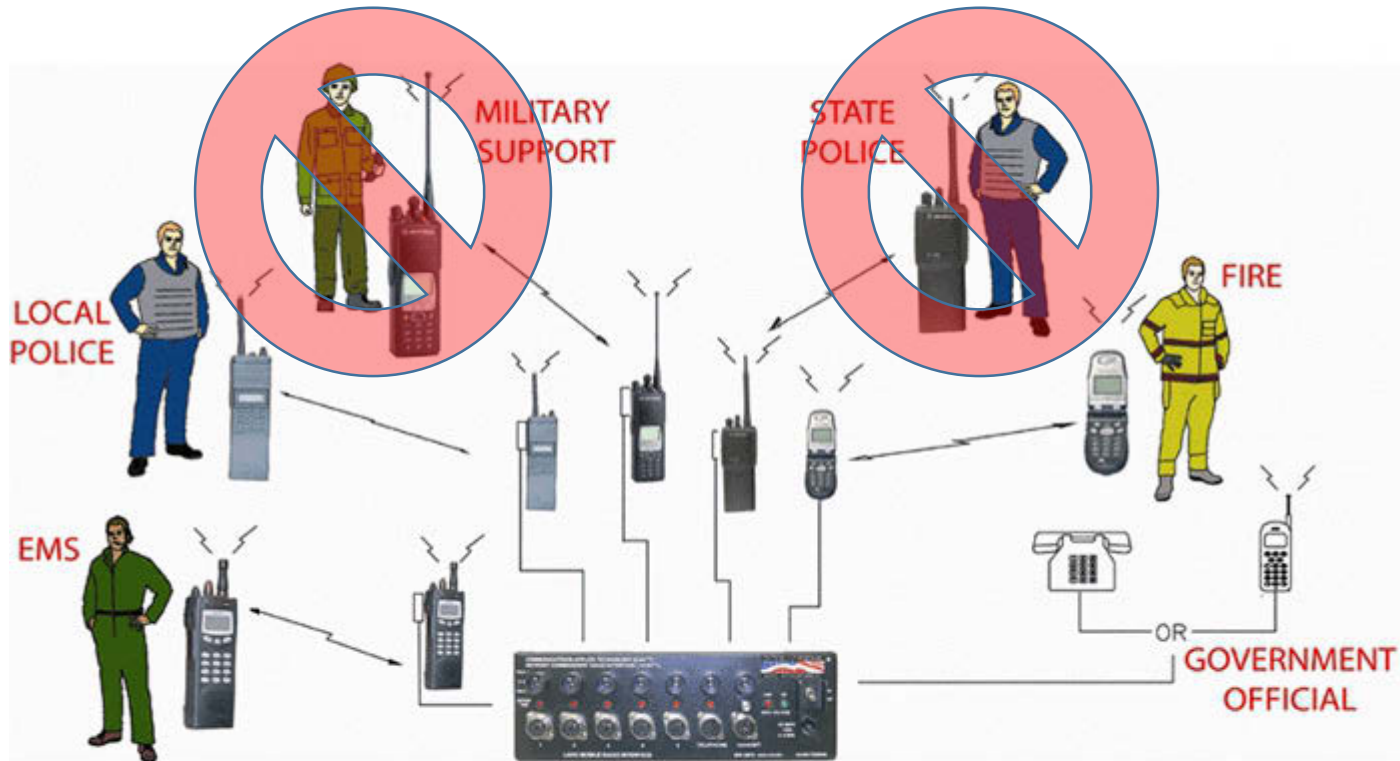
Important Concern about AWIN

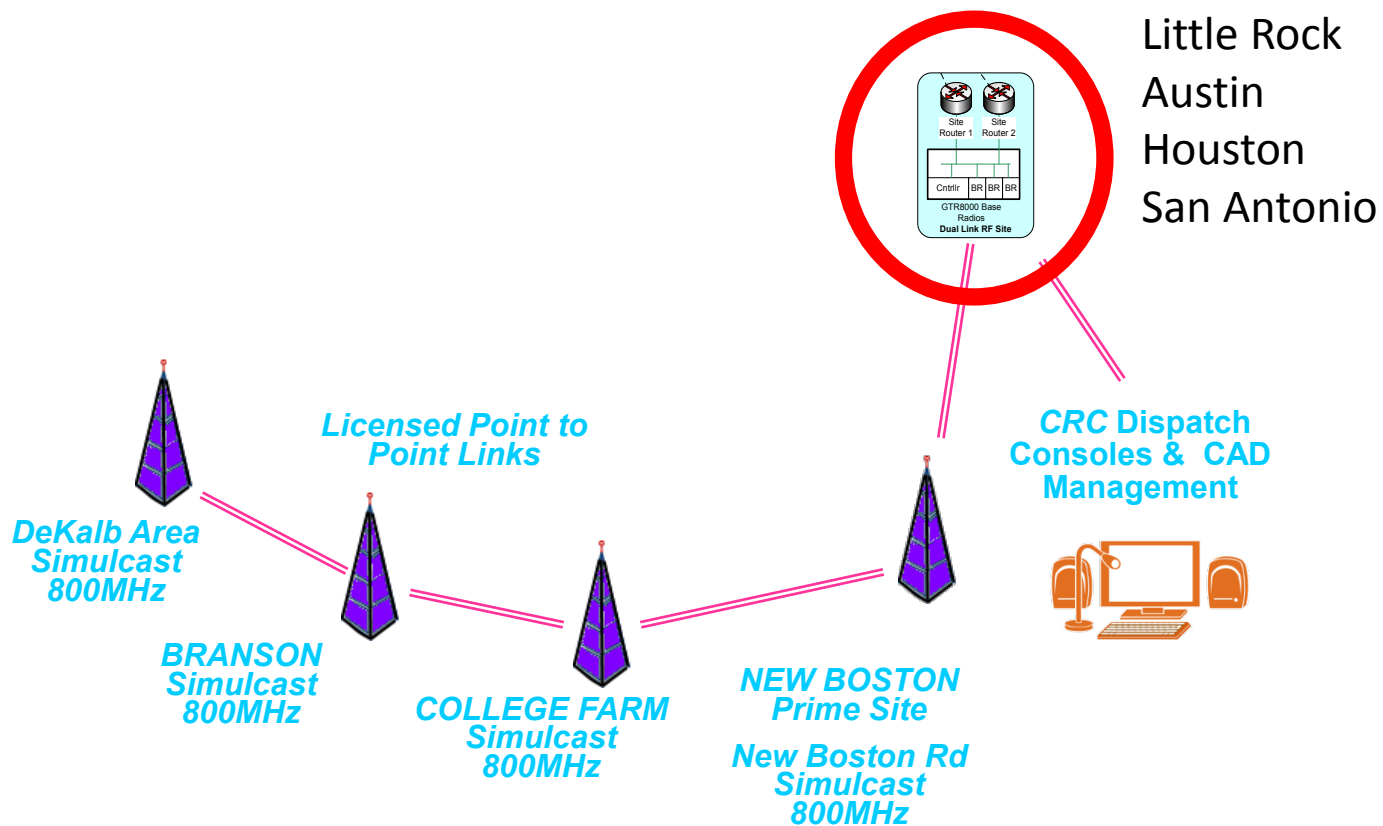


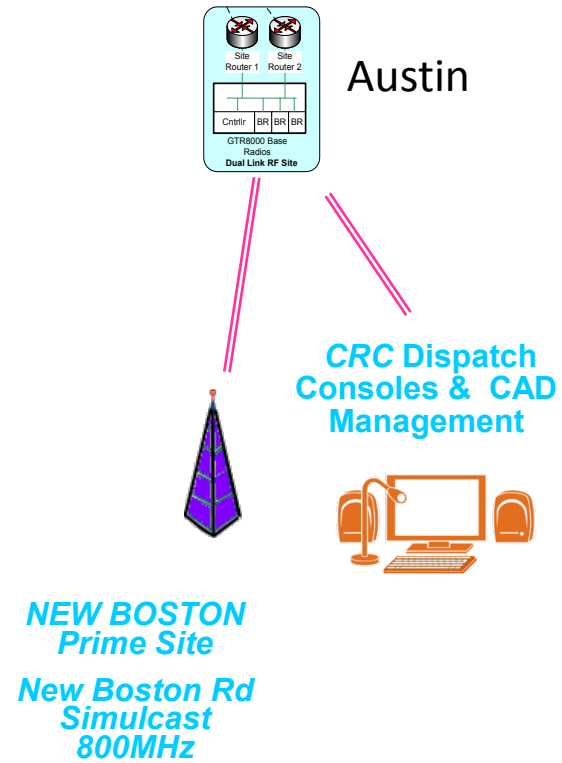
Important Concern about AWIN



Important Concern about AWIN



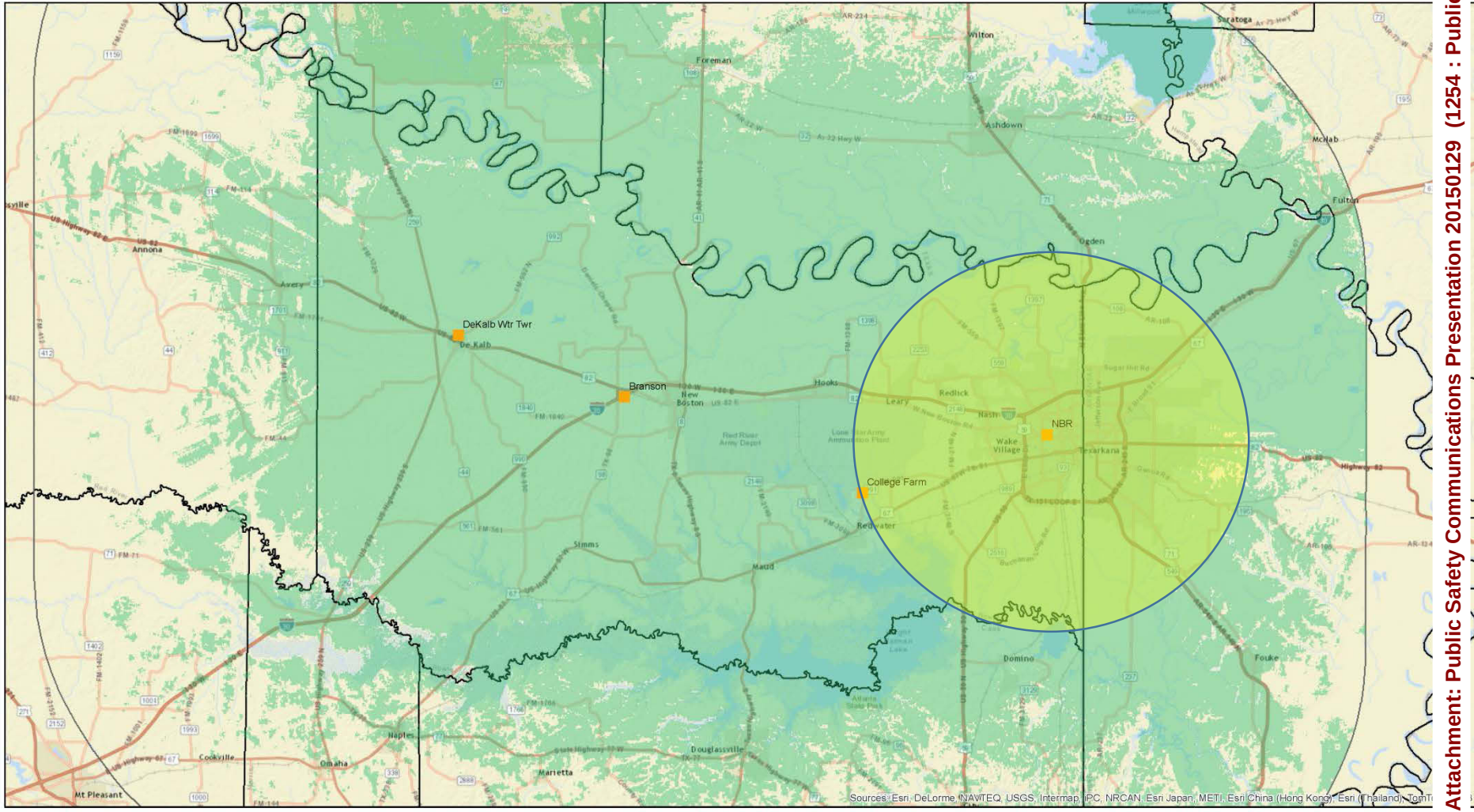






APX6500 MOBILE COVERAGE

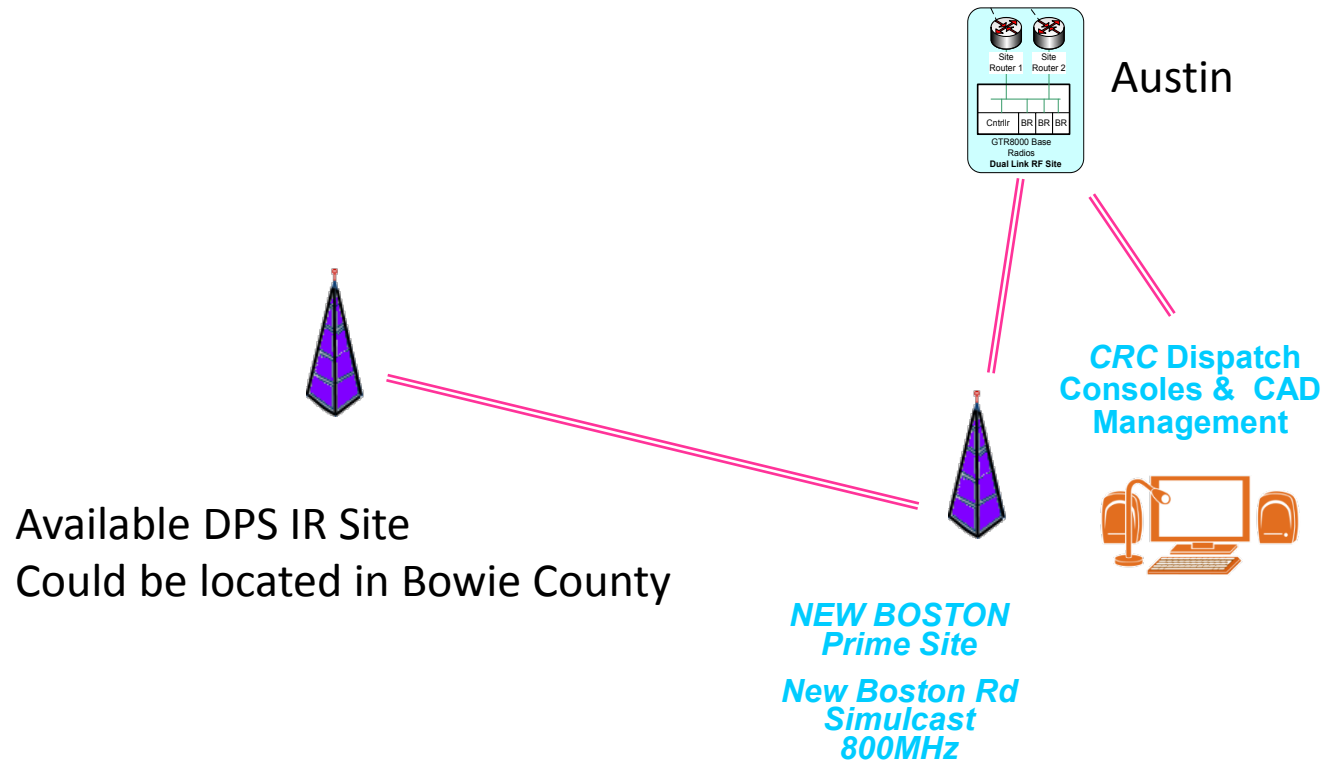
INFORMATIONAL ONLY



LIGHT GREEN = 95% Coverage Area Reliability

Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, iPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom

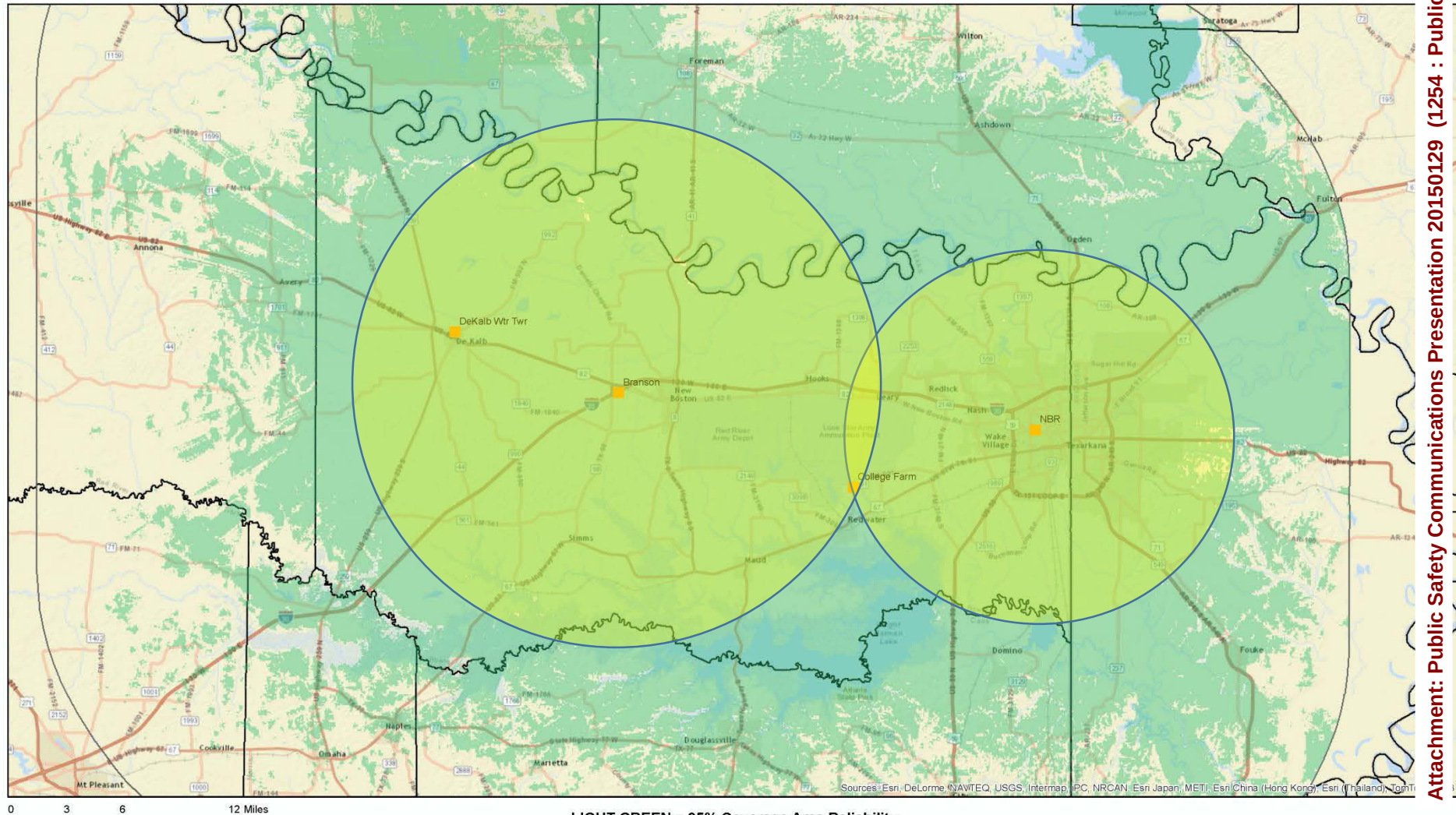
Attachment: Public Safety Communications Presentation 20150129 (1254 : Public Safety





APX6500 MOBILE COVERAGE

INFORMATIONAL ONLY



LIGHT GREEN = 95% Coverage Area Reliability

Sources: Esri, DeLorme, NAVTEQ, USGS, Intermap, IPC, NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom

Other Agencies

- Texarkana, Texas will be digital
- Supported agencies will have to go digital when analog is switched off

Discussion

City of Texarkana, Texas

Briefing Sheet

Version:

Update Date: 2/5/2015 11:05 AM

Lead Department: City Manager**Action Officer:** Pam Burns, Municipal Clerk**Subject:** Juvenile Diabetes Presentation by Kayce Welch**Attachments**

- a. Kayce's presentation for Diabetes in the area- updated (PDF)



- JDRF is the leading global organization focused on type 1 diabetes (T1D) research. The goal of JDRF is to improve the lives of all people affected by T1D by accelerating progress on the most promising opportunities for curing, better treating, and preventing T1D.



- Since its founding in 1970, JDRF has awarded more than \$1.6 billion to diabetes research.
- Past JDRF efforts have helped to significantly advance the care of people with this disease, and have expanded the critical scientific understanding of T1D.
- JDRF will not rest until T1D is fully conquered.
- More than 80% of JDRF's expenditures directly support research and research-related education.



Why Texarkana Needs JDRF

- Each day 40 children in the United States are diagnosed with T1D.
- Approximately 150 school-age children in the Texarkana area are Type 1 Diabetics, T1D.
- Nearest pediatric endocrinologists are in Little Rock or Dallas.





- With my diagnosis of diabetes, it seemed as if there was no hope –
 - No one to talk with
 - No one who knows what I am going through
 - No help in the area

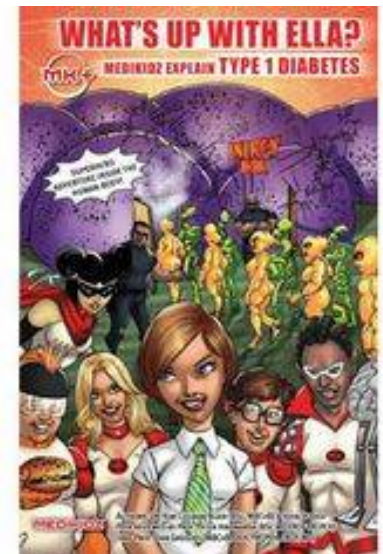
My Goal

- To bring awareness of T1D to the area.
- Open a JDRF office in Texarkana with a field staff position.
- Provide opportunities for T1Ds in the area to be “normal.”
- To make a difference and help cure juvenile, or ty



What We Need

- To open a (establish a JDRF field staff position) JDRF office in Texarkana, we need \$30,000.
- Medikidz is a global initiative set up by doctors to explain medical information to children. The Medikidz superheroes are used to explain medical conditions, investigations, diagnoses, medicines and surgical procedures to young patients and their families.
- Put in area school libraries and give to newly diagnosed children.
- Books are \$23 each.
- I would like to give T1Ds – especially those newly diagnosed – one of the books.





CITY OF TEXARKANA
CITY COUNCIL
MINUTES • JANUARY 26, 2015

Council Chambers	Regular Meeting	6:00 PM
-------------------------	------------------------	----------------

220 TEXAS BLVD.
TEXARKANA, TX 75501

I. CALL TO ORDER, ROLL CALL, ESTABLISHMENT OF QUORUM

Member Name	Title	Status	Arrived
Unger	Mayor	Present	
Ward 1	Ward 1	Present	
Ward 2	Ward 2	Present	
Ward 3	Ward 3	Present	
Ward 4	Ward 4	Present	
Ward 5	Ward 5	Present	8:05 PM
Ward 6	Ward 6	Present	

Staff Present: City Manager John Whitson, Jennifer Evans, Shirley Jaster, Charlie Bassett, Kyle Dooley, David Orr, Jim Powell, Sherry Jackson Hawkins, Eric Schlotter, Lisa Thompson, Karey Parker, and Jerry Sparks.

Legal Counsel: None

II. INVOCATION AND PLEDGE BY COUNCILMEMBER JOSH DAVIS

The Pledge of Allegiance was led by Tyler Unger of Cub Scout Pack 22.

III. MAYOR'S OPENING REMARKS

Upcoming City Council Meetings:

Monday, February 9, 2015 at 6:00 p.m.

Wednesday, February 11, 2015 - Special Council Meeting with Texarkana, Arkansas Board of Directors - Leadership Texarkana at Texarkana College, Truman Arnold Center - 11 a.m.

Monday, February 23, 2015 at 6:00 p.m.

Monday, March 9, 2015 at 6:00 p.m.

Monday, March 23, 2015 at 6:00 p.m.

Parks & Recreation Events:

For a complete list of Parks & Recreation activities and information call 903-798-3978.

Other City Events:

Minutes Acceptance: Minutes of Jan 26, 2015 6:00 PM (Consent Items)

Thursday, January 29th - Public Safety Communications Community Update at the Texarkana Convention Center at 3:00 p.m.

Mayor Bruggeman announced to the audience that the Open Forum session would be moved up before the Council goes into closed session. This would allow citizens who would like to address the Council the opportunity to do so before the lengthy recess into closed session.

Open Forum: Comments from the public (Limit 5 minutes each)

Items scheduled for "Public Hearing" or have been heard at a previous "Public Hearing" are not to be addressed at the "Open Forum".

Betty Williams addressed council concerning a few issues: abandoned apartments at 1902 Wood Street in disrepair, litter at the corner of Pine & 20th streets, traffic sign pole street lights out at Olive and 14th streets, and feral cats in the downtown area.

Appointments to Boards & Commissions

There were no appointments made by council.

IV. CLOSED SESSION

Six residents submitted letters of interest to be considered for appointment to fill the unexpired term of the Ward 5 council position.

Mayor Bruggeman announced that Council Member Veal-Gooch and Council Member Matthews would draw the names for the order of the interviews for the six residents. The names were drawn in the following order:

1. Christy Paddock
2. Michael Unger
3. John Tidwell
4. William Smith
5. Douglas Cogdill
6. Fred Meisenheimer

The City Council convened in closed session pursuant to Section 551.074 of the Texas Government Code to deliberate the appointment of a public officer to fill a vacancy in council membership (Ward 5 Councilmember with an unexpired term ending May 2015) and interviewing persons for that appointment.

(6:13 p.m.)

V. RECONVENE INTO OPEN SESSION

SPECIAL ACTION ITEM

If the Council is ready to take any final action, decision, or vote to fill the vacancy in council membership, the Council will reconvene in open session for this special action item:

If the Council acts on this Resolution and appoints a Council Member then administration of the Oath of Office will immediately follow.

Council reconvened and each member made a choice for round 1 recommendation. City Manager Whitson collected each recommendation form and tallied the votes. City Manager Whitson displayed the Recommendation Tally Round 1 sheet with the following information:

Ward 5 Vacancy**Recommendation Tally Round 1**

	Total	Bruggeman	Veal-Gooch	Casteel	Ray	Matthews	Davis
Cogdill							
Meisenheimer							
Paddock	4	X	X		X	X	
Smith	1						X
Tidwell							
Unger	1			X			
Leave Vacant							

- Resolution No. 2015-013 filling the vacancy in council membership for the position of Ward 5 Councilmember with an unexpired term ending May 2015.

Public Hearing:

Second Briefing:

Council Vote: January 26, 2015

Christy P. Paddock was sworn in by Judge Sherry Jackson Hawkins as Council Member for Ward 5.

(8:03 p.m.)

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Tina Veal-Gooch, Ward 3
SECONDER:	Brian Matthews, Ward 4
AYES:	Bruggeman, Casteel, Ray, Veal-Gooch, Matthews, Davis
EXCUSED:	Paddock

VI. ITEMS FOR CONSIDERATION***Consent Items***

(8:08 p.m.)

Minutes Acceptance: Minutes of Jan 26, 2015 6:00 PM (Consent Items)

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Josh Davis, Ward 6
SECONDER:	Brian Matthews, Ward 4
AYES:	Casteel, Ray, Veal-Gooch, Matthews, Davis, Paddock
EXCUSED:	Bruggeman

1. Consider approval of the minutes of the Regular Meeting of the City Council held on January 12, 2015 at 6:00 PM.

Document Received - Ward 5 Council Member Miller's Resignation Letter

Document Received - Pastor Donald Ryan's Beverly Community Center's Insurance Adjustment Request (011215).

Action Items

2. Resolution No. 2015-014 calling a Special Meeting of the City Council to meet jointly with the Texarkana, Arkansas Board of Directors in cooperation with Leadership Texarkana.

Public Hearing:

Second Briefing:

Council Vote: January 26, 2015

(8:08 p.m.)

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Tina Veal-Gooch, Ward 3
SECONDER:	Willie Ray, Ward 2
AYES:	Casteel, Ray, Veal-Gooch, Matthews, Davis, Paddock
EXCUSED:	Bruggeman

VII. FIRST BRIEFINGS

1. Ordinance No. 2015-010 granting a Specific Use Permit to allow the one additional use of a hair salon on Tracts 26B and 27A, MEP & P HRS, A-421, located at 3901 Texas Boulevard. Real Jo Kent, applicant.

Public Hearing: February 9, 2015

Second Briefing: February 23, 2015

Council Vote: March 9, 2015

David Orr briefed this item.

RESULT:	MOVED FORWARD	Next: 2/9/2015 6:00 PM
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- Ordinance No. 2015-011 amending PD-03-8(O) for site plan approval to allow a parking area and signage on Tracts 26B and 27A, MEP & P HRS, A-421, located at 3901 Texas Boulevard. Real Jo Kent, applicant.

Public Hearing: February 9, 2015
 Second Briefing: February 23, 2015
 Council Vote: March 9, 2015

David Orr briefed this item.

RESULT:	MOVED FORWARD	Next: 2/9/2015 6:00 PM
----------------	----------------------	-------------------------------

- Ordinance No. 2015-012 rezoning Lot 3, Rose Acres Annex Addition, located at 602 South Bishop Street. Industrial-1 to Single Family-2. Verna Cellers, applicant. Alice Bursey Johnson, agent.

Public Hearing: February 9, 2015
 Second Briefing: February 23, 2015
 Council Vote: March 9, 2015

David Orr briefed this item.

RESULT:	MOVED FORWARD	Next: 2/9/2015 6:00 PM
----------------	----------------------	-------------------------------

VIII. PUBLIC HEARINGS

Motion to move Ordinance No. 2015-001 up for vote.

(8:22 p.m.)

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Tina Veal-Gooch, Ward 3
SECONDER:	Brian Matthews, Ward 4
AYES:	Casteel, Ray, Veal-Gooch, Matthews, Davis, Paddock
EXCUSED:	Bruggeman

- Ordinance No. 2015-001 amending Chapter 7, Section 7-3 of the Code of Ordinances to establish city polling places.

Public Hearing: January 26, 2015
 Second Briefing: February 9, 2015
 Council Vote: February 23, 2015

(8:23 p.m.)

RESULT: ADOPTED [UNANIMOUS]
MOVER: Tina Veal-Gooch, Ward 3
SECONDER: Brian Matthews, Ward 4
AYES: Casteel, Ray, Veal-Gooch, Matthews, Davis, Paddock
EXCUSED: Bruggeman

Motion to move Ordinance No. 2015-002 up for vote.

(8:21 p.m.)

RESULT: ADOPTED [UNANIMOUS]
MOVER: Brian Matthews, Ward 4
SECONDER: Willie Ray, Ward 2
AYES: Casteel, Ray, Veal-Gooch, Matthews, Davis, Paddock
EXCUSED: Bruggeman

2. Ordinance No. 2015-002 calling for a General City Election to be held on the second Saturday in May, 2015 for the purpose of electing a Council Member for Ward Two, a Council Member for Ward Three, and a Council Member for Ward Five.

Public Hearing: January 26, 2015
 Second Briefing: February 9, 2015
 Council Vote: February 23, 2015

(8:22 p.m.)

RESULT: ADOPTED [UNANIMOUS]
MOVER: Brian Matthews, Ward 4
SECONDER: Willie Ray, Ward 2
AYES: Casteel, Ray, Veal-Gooch, Matthews, Davis, Paddock
EXCUSED: Bruggeman

Motion to move Ordinance No. 2015-003 up for vote.

(8:18 p.m.)

RESULT: ADOPTED [UNANIMOUS]
MOVER: Tina Veal-Gooch, Ward 3
SECONDER: Willie Ray, Ward 2
AYES: Casteel, Ray, Veal-Gooch, Matthews, Davis, Paddock
EXCUSED: Bruggeman

3. Ordinance No. 2015-003 regulating the speed of motor vehicles upon a certain section of US 67 within the corporate limits of the City of Texarkana, Texas; registering the set speed limits in the City's Traffic Register; authorizing the Texas Department of Transportation to erect signs.

Public Hearing: January 20, 2015
 Second Briefing: February 9, 2015
 Council Vote: February 23, 2015

(8:19 p.m.)

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Tina Veal-Gooch, Ward 3
SECONDER:	Josh Davis, Ward 6
AYES:	Casteel, Ray, Veal-Gooch, Matthews, Davis, Paddock
EXCUSED:	Bruggeman

4. Resolution No. 2015-004 adoption of recommended revisions to Human Resources Handbook.

Public Hearing: January 26, 2015
 Second Briefing: February 9, 2015
 Council Vote: February 23, 2015

RESULT:	MOVED FORWARD	Next: 2/9/2015 6:00 PM
----------------	----------------------	-------------------------------

Motion to move Ordinance No. 2015-0106 up for vote.

Mayor Bruggeman asked the City Secretary for a roll call vote.

(8:43 p.m.)

RESULT:	ADOPTED [5 TO 1]
MOVER:	Brian Matthews, Ward 4
SECONDER:	Josh Davis, Ward 6
AYES:	Ray, Veal-Gooch, Matthews, Davis, Paddock
NAYS:	Casteel
EXCUSED:	Bruggeman

5. Ordinance No. 2015-006 amending PD-97-4(GR) for site plan approval to allow the location of a new and used boat sales business (Gregg Orr Marine) on Lot 2, Block 1, Richmond West Pavilion Addition, located at 3911 Mall Drive. Gregg Orr, applicant. Kayla Wood, MTG Engineering, agent. (Due to a petition in opposition, a 3/4 vote will be required to approve this request)

Public Hearing: January 26, 2015
 Second Briefing: February 9, 2015
 Council Vote: February 23, 2015

Mayor Bruggeman asked the City Secretary for a roll call vote.

(8:44 p.m.)

Minutes Acceptance: Minutes of Jan 26, 2015 6:00 PM (Consent Items)

RESULT:	ADOPTED [5 TO 1]
MOVER:	Brian Matthews, Ward 4
SECONDER:	Josh Davis, Ward 6
AYES:	Ray, Veal-Gooch, Matthews, Davis, Paddock
NAYS:	Casteel
EXCUSED:	Bruggeman

Motion to move Ordinance No. 2015-007 up for vote.

Mayor Bruggeman asked the City Secretary for a roll call vote.
(8:48 p.m.)

RESULT:	ADOPTED [5 TO 1]
MOVER:	Josh Davis, Ward 6
SECONDER:	Tina Veal-Gooch, Ward 3
AYES:	Casteel, Ray, Veal-Gooch, Davis, Paddock
NAYS:	Matthews
EXCUSED:	Bruggeman

6. Ordinance No. 2015-007 amending PD-14-1(GR) for site plan revision on Lot 1, Block 1, Walsh Carter Master Tract Second Addition, located at 5002 North Cowhorn Creek Loop Road (proposed Steak 'n Shake Restaurant). John Ryden, applicant. Jeff Whitten, Whitten Engineering, agent.

Public Hearing: January 26, 2015
Second Briefing: February 9, 2015
Council Vote: February 23, 2015

(8:49 p.m.)

Mayor Bruggeman asked the City Secretary for a roll call vote.

RESULT:	ADOPTED [5 TO 1]
MOVER:	Josh Davis, Ward 6
SECONDER:	Tina Veal-Gooch, Ward 3
AYES:	Casteel, Ray, Veal-Gooch, Davis, Paddock
NAYS:	Matthews
EXCUSED:	Bruggeman

Motion to move Ordinance No. 2015-008 up for vote.

(8:50 p.m.)

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Tina Veal-Gooch, Ward 3
SECONDER:	Brian Matthews, Ward 4
AYES:	Casteel, Ray, Veal-Gooch, Matthews, Davis, Paddock
EXCUSED:	Bruggeman

7. Ordinance No. 2015-008 rezoning a 3.75 acre tract of land (Tract 51) in the J.A. Talbot HRS, A-564, located at 5808 Richmond Road. Single Family-1 to Planned Development-Office. Dr. Randy Johns, applicant. David Williams, MTG Engineering, agent.

Public Hearing: January 26, 2015
 Second Briefing: February 9, 2015
 Council Vote: February 23, 2015

(8:51 p.m.)

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Tina Veal-Gooch, Ward 3
SECONDER:	Brian Matthews, Ward 4
AYES:	Casteel, Ray, Veal-Gooch, Matthews, Davis, Paddock
EXCUSED:	Bruggeman

Motion to move Ordinance No. 2015-009 up for vote.

(8:53 p.m.)

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Tina Veal-Gooch, Ward 3
SECONDER:	Willie Ray, Ward 2
AYES:	Casteel, Ray, Veal-Gooch, Matthews, Davis, Paddock
EXCUSED:	Bruggeman

8. Ordinance No. 2015-009 granting a Specific Use Permit to allow the one additional use of an outdoor auto sales lot on Lots 17-19, Block 3, Feinberg Heights Addition, located at 1502 Summerhill Road. James Wilmoth, applicant.

Public Hearing: January 26, 2015
 Second Briefing: February 9, 2015
 Council Vote: February 23, 2015

(8:54 p.m.)

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Tina Veal-Gooch, Ward 3
SECONDER:	Josh Davis, Ward 6
AYES:	Casteel, Ray, Veal-Gooch, Matthews, Davis, Paddock
EXCUSED:	Bruggeman

IX. SECOND BRIEFING WITH UPDATES

None.

X. SECOND BRIEFING WITHOUT UPDATES

None.

XI. ITEMS FOR DISCUSSION

Staff Updates - None.

XII. ADMINISTRATIVE COMMENTS

Council Members

CM Veal-Gooch asked for the status of clean-up from the property owner of the Masonic Lodge rubble. City Manager Whitson responded that he would contact the owner this week and report his findings back to the Council.

CM Casteel asked for an update on properties scheduled for demolition. Kyle Dooley responded that demolition is still on schedule, since the process began in August 2014, and by the end of this month, 11 scheduled properties should be demolished. CM Casteel asked for a list of the properties already demolished. Kyle Dooley said that he would furnish council with an updated list. City Manager Whitson stated after review and approval, the master list of properties demolished and scheduled to be demolished will soon be on the city's website. Also, Waste Management has been working exceptionally well with the city in this process by providing needed containers and hauling off debris from each property.

CM Matthews asked how voters will be notified of the change to one polling place per ward, adopted by Ordinance No. 2015-001, for future elections. City Manager Whitson responded that the city has one more step to complete with Bowie County Elections Administrator George Stegall. Staff is not sure if that step is going to require the re-issuance of voter registration cards, but will have the discussion with Mr. Stegall and report back to Council.

Mayor Bruggeman, again, welcomed new CM Christy P. Paddock and asked if she would like to address the audience. CM Paddock said it was honor to serve the residents of Ward 5 and the City of Texarkana, Texas. She also said she appreciated the confidence of the Council in appointing her to the position and she looks forward to serving alongside each council member.

City Staff - None.

XIII. ADJOURNMENT

Motion to Adjourn

A motion was made to adjourn the meeting.

(9:01 p.m.)

RESULT:	ADOPTED [UNANIMOUS]
MOVER:	Willie Ray, Ward 2
SECONDER:	Brad Casteel, Ward 1
AYES:	Casteel, Ray, Veal-Gooch, Matthews, Davis, Paddock
EXCUSED:	Bruggeman

Minutes Acceptance: Minutes of Jan 26, 2015 6:00 PM (Consent Items)

Ward 5 Vacancy
Recommendation Tally Round 1

	Total	Bruggeman	Veal-Gooch	Casteel	Ray	Matthews	Davis
Cogdill							
Meisenheimer							
Paddock	4	X	X		X	X	
Smith	1						X
Tidwell							
Unger	1			X			
Leave Vacant							

John A. Whitson
06 JAN 15
2005

Communication: Council Tally Sheet for Ward 5 Appointment (Consent Items)

Recommendation Form -- Ward 5 Councilmember Vacancy
Texarkana, Texas
January 26, 2015

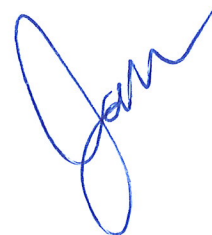
As a current city elected official (Mayor or Councilmember), I have marked below my recommendation for filling the vacant Ward 5 Councilmember position to serve the remainder of the current term of office which expires in May, 2015 (complies with *City Charter Article II, Section 6. Vacancy*).

Round 1

Select only one option below	Candidates and Options
	Douglas Cogdill
	Fred Meisenheimer
X	Christy Paddock
	William Smith
	John Tidwell
	Michael Unger
	Leave Vacant Until The Next Municipal Election

Councilmember (signature)  _____

This is a public document. The minutes of the meeting shall reflect all recommendations made by round, should more than one round be required. This document will be retained until the minutes of the meeting have been approved by the city council.



Communication: Council Tally Sheet for Ward 5 Appointment (Consent Items)

Recommendation Form -- Ward 5 Councilmember Vacancy
Texarkana, Texas
January 26, 2015

As a current city elected official (Mayor or Councilmember), I have marked below my recommendation for filling the vacant Ward 5 Councilmember position to serve the remainder of the current term of office which expires in May, 2015 (complies with *City Charter Article II, Section 6. Vacancy*).

Round 1

Select only one option below	Candidates and Options
	Douglas Cogdill
	Fred Meisenheimer
	Christy Paddock
	William Smith
	John Tidwell
X	Michael Unger
	Leave Vacant Until The Next Municipal Election

Councilmember (signature) Bradfield H. Carter

This is a public document. The minutes of the meeting shall reflect all recommendations made by round, should more than one round be required. This document will be retained until the minutes of the meeting have been approved by the city council.



Communication: Council Tally Sheet for Ward 5 Appointment (Consent Items)

Recommendation Form -- Ward 5 Councilmember Vacancy
Texarkana, Texas
January 26, 2015

As a current city elected official (Mayor or Councilmember), I have marked below my recommendation for filling the vacant Ward 5 Councilmember position to serve the remainder of the current term of office which expires in May, 2015 (complies with *City Charter Article II, Section 6. Vacancy*).

Round 1

Select only one option below	Candidates and Options
	Douglas Cogdill
	Fred Meisenheimer
/	Christy Paddock
	William Smith
	John Tidwell
	Michael Unger
	Leave Vacant Until The Next Municipal Election

Councilmember (signature) _____



This is a public document. The minutes of the meeting shall reflect all recommendations made by round, should more than one round be required. This document will be retained until the minutes of the meeting have been approved by the city council.



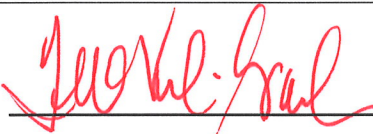
Recommendation Form -- Ward 5 Councilmember Vacancy
Texarkana, Texas
January 26, 2015

As a current city elected official (Mayor or Councilmember), I have marked below my recommendation for filling the vacant Ward 5 Councilmember position to serve the remainder of the current term of office which expires in May, 2015 (complies with *City Charter Article II, Section 6. Vacancy*).

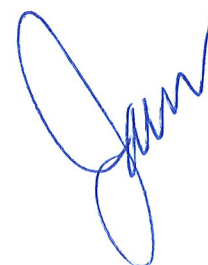
Round 1

Select only one option below	Candidates and Options
	Douglas Cogdill
	Fred Meisenheimer
X	Christy Paddock
	William Smith
	John Tidwell
	Michael Unger
	Leave Vacant Until The Next Municipal Election

Councilmember (signature)



This is a public document. The minutes of the meeting shall reflect all recommendations made by round, should more than one round be required. This document will be retained until the minutes of the meeting have been approved by the city council.



Communication: Council Tally Sheet for Ward 5 Appointment (Consent Items)

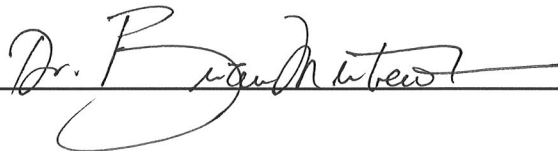
Recommendation Form -- Ward 5 Councilmember Vacancy
Texarkana, Texas
January 26, 2015

As a current city elected official (Mayor or Councilmember), I have marked below my recommendation for filling the vacant Ward 5 Councilmember position to serve the remainder of the current term of office which expires in May, 2015 (complies with *City Charter Article II, Section 6. Vacancy*).

Round 1

Select only one option below	Candidates and Options
	Douglas Cogdill
	Fred Meisenheimer
✓	Christy Paddock
	William Smith
	John Tidwell
	Michael Unger
	Leave Vacant Until The Next Municipal Election

Councilmember (signature) _____



This is a public document. The minutes of the meeting shall reflect all recommendations made by round, should more than one round be required. This document will be retained until the minutes of the meeting have been approved by the city council.



Communication: Council Tally Sheet for Ward 5 Appointment (Consent Items)

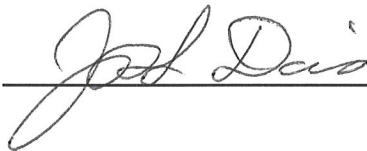
Recommendation Form -- Ward 5 Councilmember Vacancy
Texarkana, Texas
January 26, 2015

As a current city elected official (Mayor or Councilmember), I have marked below my recommendation for filling the vacant Ward 5 Councilmember position to serve the remainder of the current term of office which expires in May, 2015 (complies with *City Charter Article II, Section 6. Vacancy*).

Round 1

Select only one option below	Candidates and Options
	Douglas Cogdill
	Fred Meisenheimer
	Christy Paddock
✓	William Smith
	John Tidwell
	Michael Unger
	Leave Vacant Until The Next Municipal Election

Councilmember (signature) _____



This is a public document. The minutes of the meeting shall reflect all recommendations made by round, should more than one round be required. This document will be retained until the minutes of the meeting have been approved by the city council.



Communication: Council Tally Sheet for Ward 5 Appointment (Consent Items)

City of Texarkana, Texas

Briefing Sheet

Version:
Update Date: 2/5/2015 2:31 PM

Lead Department: City Manager **Action Officer:** Jennifer Evans, City Secretary
Subject: Resolution No. 2015-019 approving and authorizing the City Manager to enter into a joint election agreement with Texarkana Independent School District for the election to be held on May 9, 2015.

Briefing: 2/9/2015 **Public Hearing:** **Second Briefing:** **Council Vote:** 2/9/2015

Item Schedule

Updates/History of Briefing:

NOT APPLICABLE

Executive Summary and Background Information:

Standard Joint Election Agreement with TISD for the May 9, 2015 election.

Potential Options:

- None
-

Fiscal Implications:

None

Staff Recommendation:

Staff recommends approval of this resolution.

Advisory Board/Committee Review:

NONE

Board/Committee Recommendation:

NOT APPLICABLE

Advisory Board/Committee Meeting Date and Minutes:

NOT APPLICABLE

Attachments

- Goals & Perspectives (PDF)
- Res. No. 2015-019 TISD Joint Elec Agrmt 050915 (DOCX)

Staff Coordination

City of Texarkana, Texas

City Manager	John Whitson	Department Head Review	Completed	
	02/05/2015 10:32 AM			
Public Information Officer		Lisa Thompson	PIO Review	Completed
	02/05/2015 10:32 AM			
City Manager	John Whitson	City Manager Review	Completed	02/05/2015
10:36 AM				
City Council	Pam Burns	Meeting	Pending	02/09/2015
6:00 PM				

Meeting History

City of Texarkana, Texas

Developing Perspectives and Goals Pending Approval by the City Council:

Perspectives	Goals
Serve the Community	☐ Promote an Environmentally Sensitive & Livable Community ☐ Provide a Safe Community ☒ Deliver Quality Services ☐ Foster a Healthy Community
Run the Operations	☐ Enhance Community Preparedness & Responsiveness ☒ Maximize Partnership Opportunities ☒ Provide Courteous & Responsive Customer Service ☐ Model a Positive City Image ☒ Deliver Efficient Services ☐ Cultivate Community Involvement & Access
Manage the Resources	☐ Maintain Fiscal Strength ☐ Maximize Utilization & Resources ☐ Invest in Infrastructure & Transportation
Develop Personnel	☐ Develop a Skilled & Diverse Workforce ☐ Create a Positive & Rewarding Work Culture

Perspectives and Goals Additional Comments:

NONE

Resource Impact:

Staff time required if item is approved: [Select One By Clicking Here](#)

Other Potential Impacts:

NONE APPLICABLE

Public Information Plan:

☐ Newspaper Notice (Required by Statute)	☐ Public Hearing (Required by Statute)
☐ Public Forum/Input Session	☐ Press Release
☐ E-News Distribution	☐ Website Notice
☐ Social Media (Twitter, Facebook, etc.)	☐ Special Mailing
☐ Flyers Posted	☐ Banners Posted
☐ Survey	☐ Automated Phone Call
☒ None Required	☐

Other:

RESOLUTION NO. 2015-019

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS, APPROVING AND AUTHORIZING THE CITY MANAGER TO ENTER INTO A JOINT ELECTION AGREEMENT BETWEEN THE CITY OF TEXARKANA, TEXAS, AND THE TEXARKANA INDEPENDENT SCHOOL DISTRICT, FOR THE ELECTION SCHEDULED FOR MAY 9, 2015; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, the City Council of the City of Texarkana, Texas, by Ordinance Number 2015-002 is calling for a general City election on May 9, 2015, for the purpose of electing a Councilmember for Wards Two (2), Three (3) and Five (5); and

WHEREAS, the Board of Trustees of the Texarkana Independent School District anticipates calling a regular District election on May 9, 2015, for the purpose of electing one or more Trustees for the Texarkana Independent School District; and

WHEREAS, Texas Education Code Section 11.0581 requires that an election for trustees of an independent school district be held on the same date as the election for the members of the governing body of a municipality located in the school district and that such elections shall be held as a joint election under Texas Election Code Section 271.002 with the affected voters to be served by common polling places as provided by Section 271.003(b); and

WHEREAS, the City and the District have determined that the polling places established by Section 7-3 of the Code of Ordinances of the City of Texarkana, Texas as revised by Ordinance 2015-001, to the extent that each such polling place serves an area of the City that is located within the geographical boundaries of the Texarkana Independent School District, would adequately and conveniently serve the affected voters and would facilitate the orderly conduct of the joint election; and

WHEREAS, the City and the District desire to enter an agreement to hold a joint election;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS:

SECTION 1: That the City Council hereby approves and authorizes entering into a joint election agreement between the City and the Texarkana Independent School District, a copy of which is attached hereto as Exhibit "A."

SECTION 2: That the City Manager of the City of Texarkana, Texas, on behalf of the City, be and is hereby authorized to execute such joint election agreement with the duly authorized representatives of the Texarkana Independent School District for the election scheduled for May 9, 2015.

SECTION 3: That this Resolution shall be in full force and effect from and after its passage and approval.

PASSED AND APPROVED in Regular Council Session on this the 9th day of February, 2015.

BOB BRUGGEMAN, MAYOR

ATTEST:

JENNIFER EVANS, CITY SECRETARY

Attachment: Res. No. 2015-019 TISD Joint Elec Agrmt 050915 (1258 : Res.No. 2015-019 TISD Joint Election Agreement)

Exhibit "A"

JOINT ELECTION AGREEMENT

This Joint Election Agreement, effective upon approval by the governing body of each party hereto, is entered into by and between the City of Texarkana, Texas, a home-rule municipality operating under a municipal charter adopted as authorized by Article XI, Section 5, of the Texas Constitution and as recognized by Texas Local Government Code Section 5.004 and having full power of local self-government, hereinafter referred to as "City," the and Texarkana Independent School District, hereinafter referred to as "District,".

Whereas, Texas Election Code Section 271.002 provides that if elections ordered by the authorities of two or more political subdivisions are to be held on the same day in all or part of the same territory, the governing bodies of the political subdivisions may enter into an agreement to hold the elections jointly in the election precincts that can be served by common polling places; and,

Whereas, Texas Education Code Section 11.0581 provides that an election for trustees of an independent school district shall be held on the same date as the election for the members of the governing body of a municipality located in the school district, that such election shall be held as a joint election under Texas Election Code Chapter 271, and that the voters of such joint election shall be served by common polling places consistent with Texas Election Code Section 271.003(b); and

Whereas, the governing body of the City has called for a general City election for the purpose of electing a Councilmember for Wards Two (2), Three (3) and Five (5) to be held on May 9, 2015, and the governing body of the District has called for a regular District election for the purpose of electing one or more Trustees of the Texarkana Independent School District to be held on May 9, 2015; and

Whereas, the polling places for the regular City election, as provided in Section 7-3 of the Code of Ordinances of the City of Texarkana, Texas as revised by Ordinance 2015-001 adopted January 26, 2015, will be as follows:

- (a) The polling place for Election Precinct 1 shall be the Liberty-Eylau C. K. Bender Elementary School located at 2300 Buchanan Road (incorporates the former city 1-A and 1-B precincts).
- (b) The polling place for Election Precinct 2 shall be the Theron Jones Early Literacy Center located at 2600 West 15th Street (incorporates the former city 2-A, 2-B, 2-C and 2-D precincts).
- (c) The polling place for Election Precinct 3 shall be the Texas City Hall Municipal Building located at 220 Texas Boulevard (incorporates the former city 3-A and 3-B precincts).
- (d) The polling place for Election Precinct 4 shall be Texarkana College located at 2500 N. Robison Road (incorporates the former city 4-A, 4-B, 4-C, 4-D, and 4-E precincts).
- (e) The polling place for Election Precinct 5 shall be the Pleasant Grove High School located at 5406 McKnight Road (incorporates the former city 5-A, 5-B, and 5-C precincts).

Exhibit "A"

- (f) The polling place for Election Precinct 6 shall be the Pleasant Grove Middle School located at 5605 Cooks Lane (incorporates the former city 6-A and 6-B precincts); and

Whereas, in consideration of the provisions of the Texas Election Code and the Texas Education Code regarding joint election and common polling places,

THE CITY AND THE DISTRICT DO HEREBY AGREE AS FOLLOWS:

- (1) The general joint election to be held on May 9, 2015, will be served by the following common polling places which serve that part of the City located in the Texarkana Independent School District:
 - (a) The polling place for Election Precinct 2 shall be the Theron Jones Early Literacy Center located at 2600 West 15th Street (incorporates the former city 2-A, 2-B, 2-C and 2-D precincts).
 - (b) The polling place for Election Precinct 3 shall be the Texas City Hall Municipal Building located at 220 Texas Boulevard (incorporates the former city 3-A and 3-B precincts).
 - (c) The polling place for Election Precinct 5 shall be the Pleasant Grove High School located at 5406 McKnight Road (incorporates the former city 5-A, 5-B, and 5-C precincts).
- (2) The City and the District will each conduct separate early voting;
- (3) The City and the District will each purchase and/or acquire its own voting supplies and incur the costs of printing its respective ballots;
- (4) The City and the District will each be responsible for providing its own locked ballot boxes;
- (5) Any rental or charge for use of polling location(s) on Election Day will be shared equally by the City and the District; provided, however, that there will be no rental or charge for the use of a public or governmental building;
- (6) The City and the District will each pay its respective election officials (Polling Judges and Alternates, Early Voting Clerks, etc.) separately for time and services provided as allowed by law;
- (7) The City and the District will each be responsible for posting the election results for its respective elections;
- (8) The City and the District will each be responsible for the cost of any published legal notices required by law;
- (9) The City of Texarkana, Texas and Texarkana Independent School District will share electronic voting machines at common polling places. The cost of the rental of these machines will be shared equally between the entities. If an entity cancels its election, then there will be no obligation for that entity to share in the cost of the rental of the machines;
- (10) Any further expenditures to be incurred pertaining to the election not specifically addressed above will each be paid by the respective party incurring the expenditure; and
- (11) The City and the District will each be responsible for its own election records and canvassing of election returns.
- (12) This Agreement neither impacts nor impairs the conduct of elections at other polling locations which the City and the District may designate independently for their respective elections.

Exhibit "A"

APPROVED BY THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS, in its meeting held the 9th day of February, 2015, and executed by its authorized representative.

CITY OF TEXARKANA, TEXAS

ATTEST:

By: _____
John A. Whitson
City Manager

By: _____
Jennifer Evans
City Secretary

APPROVED BY THE TRUSTEES OF THE TEXARKANA INDEPENDENT SCHOOL DISTRICT in its meeting held the ____ day of _____, 2015.

**TEXARKANA INDEPENDENT
SCHOOL DISTRICT**

ATTEST:

By: _____
Paul Miller
President, Board of Trustees

By: _____
Bill Kimbro
Secretary, Board of Trustees

City of Texarkana, Texas

Briefing Sheet

Version:
Update Date: 2/5/2015 2:33 PM

Lead Department: City Manager **Action Officer:** Jennifer Evans, City Secretary
Subject: Resolution No. 2015-020 approving and authorizing the City Manager to enter into a joint election agreement with Pleasant Grove Independent School District for the election to be held on May 9, 2015.

Briefing: 2/9/2015 **Public Hearing:** **Second Briefing:** **Council Vote:** 2/9/2015

Item Schedule

Updates/History of Briefing:

NOT APPLICABLE

Executive Summary and Background Information:

Standard Joint Election Agreement with PGISD for the May 9, 2015 election.

Potential Options:

- None
-

Fiscal Implications:

None

Staff Recommendation:

Staff recommends approval of this resolution.

Advisory Board/Committee Review:

NONE

Board/Committee Recommendation:

NOT APPLICABLE

Advisory Board/Committee Meeting Date and Minutes:

NOT APPLICABLE

Attachments

- Goals & Perspectives (DOCX)
- Res. No. 2015-020 PGISD Joint Elec Agrmt 050915 (DOCX)

City of Texarkana, Texas

Staff Coordination

City Manager	John Whitson	Department Head Review	Completed	
	02/05/2015 10:32 AM			
Public Information Officer		Lisa Thompson	PIO Review	Completed
	02/05/2015 10:33 AM			
City Manager	John Whitson	City Manager Review	Completed	02/05/2015
10:36 AM				
City Council	Pam Burns	Meeting	Pending	02/09/2015
6:00 PM				

Meeting History

City of Texarkana, Texas

Developing Perspectives and Goals Pending Approval by the City Council:

Perspectives	Goals
Serve the Community	☐ Promote an Environmentally Sensitive & Livable Community ☐ Provide a Safe Community ☒ Deliver Quality Services ☐ Foster a Healthy Community
Run the Operations	☐ Enhance Community Preparedness & Responsiveness ☒ Maximize Partnership Opportunities ☒ Provide Courteous & Responsive Customer Service ☐ Model a Positive City Image ☒ Deliver Efficient Services ☐ Cultivate Community Involvement & Access
Manage the Resources	☐ Maintain Fiscal Strength ☐ Maximize Utilization & Resources ☐ Invest in Infrastructure & Transportation
Develop Personnel	☐ Develop a Skilled & Diverse Workforce ☐ Create a Positive & Rewarding Work Culture

Perspectives and Goals Additional Comments:

NONE

Resource Impact:

Staff time required if item is approved: [Select One By Clicking Here](#)

Other Potential Impacts:

NONE APPLICABLE

Public Information Plan:

☐ Newspaper Notice (Required by Statute)	☐ Public Hearing (Required by Statute)
☐ Public Forum/Input Session	☐ Press Release
☐ E-News Distribution	☐ Website Notice
☐ Social Media (Twitter, Facebook, etc.)	☐ Special Mailing
☐ Flyers Posted	☐ Banners Posted
☐ Survey	☐ Automated Phone Call
☒ None Required	☐

Other:

RESOLUTION NO. 2015-020

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS, APPROVING AND AUTHORIZING THE CITY MANAGER TO ENTER INTO A JOINT ELECTION AGREEMENT BETWEEN THE CITY OF TEXARKANA, TEXAS, AND THE PLEASANT GROVE INDEPENDENT SCHOOL DISTRICT FOR THE ELECTION SCHEDULED FOR MAY 9, 2015; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, the City Council of the City of Texarkana, Texas, by Ordinance Number 2015-002 is calling for a general City election on May 9, 2015, for the purpose of electing a Councilmember for Wards Two (2), Three (3) and Five (5); and

WHEREAS, the Board of Trustees of the Pleasant Grove Independent School District is calling for a regular District election on May 9, 2015, for the purpose of electing one or more trustees for the Pleasant Grove Independent School District and possibly for the purpose of determining certain bond proposals; and

WHEREAS, V.T.C.A. Election Code Section 11.0581 requires that an election for trustees of an independent school district be held on the same date as the election for the members of the governing body of a municipality located in the school district and that such elections shall be held as a joint election under V.T.C.A. Election Code Section 271.002 with the affected voters to be served by common polling places as provided by Section 271.003(b); and

WHEREAS, the City and the District have determined that the polling places established by Section 7-3 of the Code of Ordinances of the City of Texarkana, Texas as revised by Ordinance 2015-001, would adequately and conveniently serve the affected voters and would facilitate the orderly conduct of the joint election; and

WHEREAS, the City and the District desire to enter an agreement to hold a joint election;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS:

SECTION 1: That the City Council hereby approves and authorizes entering into a joint election agreement between the City and the Pleasant Grove Independent School District, a copy of which is attached hereto as Exhibit "A."

SECTION 2: That the City Manager of the City of Texarkana, Texas, on behalf of the City, be and is hereby authorized to execute such joint election agreement with the duly authorized representatives of the Pleasant Grove Independent School District for the election scheduled for May 9, 2015.

SECTION 3: That this Resolution shall be in full force and effect from and after its passage and approval.

PASSED AND APPROVED in Regular Council Session on this the 9th day of February, 2015.

BOB BRUGGEMAN, MAYOR

ATTEST:

JENNIFER EVANS, CITY SECRETARY

Attachment: Res. No. 2015-020 PGISD Joint Elec Agrmt 050915 (1259 : Res. No. 2015-020 PGISD Joint Election Agreement)

Exhibit "A"

JOINT ELECTION AGREEMENT

This Joint Election Agreement, effective upon approval by the governing body of each party hereto, is entered into by and between the City of Texarkana, Texas, a home-rule municipality operating under a municipal charter adopted as authorized by Article XI, Section 5, of the Texas Constitution and as recognized by V.T.C.A. Local Government Code Section 5.004 and having full power of local self-government, hereinafter referred to as "City," and the Pleasant Grove Independent School District, hereinafter referred to as "District," in furtherance of the requirements of V.T.C.A. Education Code Section 11.0581 that an election for trustees of an independent school district shall be held on the same date as the election for the members of the governing body of a municipality located in the school district, that such election shall be held as a joint election under V.T.C.A. Election Code Chapter 271, and that the voters of such joint election shall be served by common polling places consistent with V.T.C.A. Election Code Section 271.003(b); and

Whereas, the governing body of the City has called for a general City election for the purpose of electing a Councilmember for Wards Two (2), Three (3) and Five (5) to be held on May 9, 2015, and the governing body of the District has called for a regular District election for the purpose of electing one or more trustees of the Pleasant Grove Independent School District and possibly for the purpose of determining certain bond proposals to be held on May 9, 2015; and

Whereas, the polling places for the regular City election, as provided in Section 7-3 of the Code of Ordinances of the City of Texarkana, Texas, as revised by Ordinance 2015-001 adopted January 26, 2015 will be as follows:

- a) The polling place for Election Precinct 1 shall be the Liberty-Eylau C. K. Bender Elementary School located at 2300 Buchanan Road (incorporates the former city 1-A and 1-B precincts).
- b) The polling place for Election Precinct 2 shall be the Theron Jones Early Literacy Center located at 2600 West 15th Street (incorporates the former city 2-A, 2-B, 2-C and 2-D precincts).
- c) The polling place for Election Precinct 3 shall be the Texas City Hall Municipal Building located at 220 Texas Boulevard (incorporates the former city 3-A and 3-B precincts).
- d) The polling place for Election Precinct 4 shall be Texarkana College located at 2500 N. Robison Road (incorporates the former city 4-A, 4-B, 4-C, 4-D, and 4-E precincts).
- e) The polling place for Election Precinct 5 shall be the Pleasant Grove High School located at 5406 McKnight Road (incorporates the former city 5-A, 5-B, and 5-C precincts).
- f) The polling place for Election Precinct 6 shall be the Pleasant Grove Middle School located at 5605 Cooks Lane (incorporates the former city 6-A and 6-B precincts), and

Whereas, in consideration of the requirement of V.T.C.A. Election Code Section 11.0581, to enable the voters of this joint election to be served by common polling places as authorized by V.T.C.A. Election Code Section 271.003(b),

Exhibit "A"

THE CITY AND THE DISTRICT DO HEREBY AGREE AS FOLLOWS:

- (1) The general joint election to be held on May 9, 2015, will be served by the following common polling places:
 - (a) The polling place for Election Precinct 2 shall be the Theron Jones Early Literacy Center located at 2600 West 15th Street (incorporates the former city 2-A, 2-B, 2-C and 2-D precincts).
 - (b) The polling place for Election Precinct 3 shall be the Texas City Hall Municipal Building located at 220 Texas Boulevard (incorporates the former city 3-A and 3-B precincts).
 - (c) The polling place for Election Precinct 5 shall be the Pleasant Grove High School located at 5406 McKnight Road (incorporates the former city 5-A, 5-B, and 5-C precincts).
- (2) The City and the District will each conduct separate early voting;
- (3) The City and the District will each purchase and/or acquire its own voting supplies and incur the costs of printing its respective ballots;
- (4) The City of Texarkana, Texas, and Pleasant Grove Independent School District will share electronic voting machines at common polling places. The cost of the rental of these machines will be shared equally between the entities. If an entity cancels its election, then there will be no obligation for that entity to share in the cost of the rental of the machines;
- (5) The City and the District will each be responsible for providing its own locked ballot boxes;
- (6) Any rental or charge for use of polling location(s) on Election Day will be shared equally by the City and the District;
- (7) The City and the District will each pay its respective election officials (Polling Judges and Alternates, Early Voting Clerks, etc.) separately for time and services provided as allowed by law;
- (8) The City and the District will each be responsible for posting the election results for its respective elections;
- (9) The City and the District will each be responsible for the cost of any published legal notices required by law;
- (10) Any further expenditures to be incurred pertaining to the election not specifically addressed above will each be paid by the respective party incurring the expenditure; and
- (11) The City and the District will each be responsible for its own election records and canvassing of election returns.

APPROVED BY THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS, in its meeting held the 9th day of February, 2015, and executed by its authorized representative.

CITY OF TEXARKANA, TEXAS

ATTEST:

By: _____
JOHN A. WHITSON
CITY MANAGER

By: _____
JENNIFER EVANS
CITY SECRETARY

Exhibit "A"

APPROVED BY THE TRUSTEES OF THE PLEASANT GROVE INDEPENDENT SCHOOL DISTRICT in its meeting held the _____ day of _____, 2015.

**PLEASANT GROVE INDEPENDENT
SCHOOL DISTRICT**

ATTEST:

By: _____
PRESIDENT OF THE BOARD OF TRUSTEES

By: _____

Attachment: Res. No. 2015-020 PGISD Joint Elec Agrmt 050915 (1259 : Res. No. 2015-020 PGISD Joint Election Agreement)

City of Texarkana, Texas

Briefing Sheet

Version: A

Update Date: 2/3/2015 6:20 PM

Lead Department: Police **Action Officer:** Kevin Schutte,
Ordinance No. 2015-015 amending Ordinance No. 2014-073 concerning fiscal
year 2014-2015 City of Texarkana Texas Budget to allow for a monetary
donation of \$10,000 to be added to the police department budget account
number 101-1702-52207 (Minor Tools and Equipment) for the purpose of using
Subject: donation funds to purchase body cameras to be utilized by patrol officers.

Briefing: 2/9/2015 **Public Hearing:** **Second Briefing:** **Council Vote:** 2/9/2015

Item Schedule

Updates/History of Briefing:

NOT APPLICABLE

Executive Summary and Background Information:

The police department was recently approached by a citizen who expressed a desire to make an anonymous monetary donation of \$10,000 to assist the police department in purchasing body worn audio and video recording devices.

The monies have been received and have been deposited in the city general fund.

This ordinance amends Ordinance No. 2014-073 in which Council approved the City of Texarkana Texas Budget for Fiscal Year 2014-2015. This amendment is needed to allow for the money donated to be added to the police department budget account 101-1702-52207 Minor Tools and Equipment.

This ordinance will publicly acknowledge receipt of the money and authorize its allocation to a line item in the police department's budget to facilitate the purchase of body worn audio and video recording devices.

Potential Options:

- NONE
-

Fiscal Implications:

Increase of \$10,000 in donated revenue to the city.

Staff Recommendation:

Staff recommends accepting this donation and increasing the department's budget to reflect the monies donated.

Advisory Board/Committee Review:

City of Texarkana, Texas

NONE

Board/Committee Recommendation:

NOT APPLICABLE

Advisory Board/Committee Meeting Date and Minutes:

NOT APPLICABLE

Attachments

- a. Goals and Perspectives (DOCX)
- b. 2015-015 Ordinance (DOC)

Staff Coordination

Police	Dan Shiner	Department Head Review	Completed	
	01/29/2015 12:52 PM			
Finance Department	Charlie Bassett	Finance Review	Completed	01/29/2015
4:39 PM				
Public Information Officer		Lisa Thompson	PIO Review	Completed
	01/30/2015 8:59 AM			
City Manager	John Whitson	City Manager Review	Completed	01/30/2015
9:03 AM				
City Council	Pam Burns	Meeting	Pending	02/09/2015
6:00 PM				

Meeting History

City of Texarkana, Texas

Developing Perspectives and Goals Pending Approval by the City Council:

Perspectives	Goals
Serve the Community	☐ Promote an Environmentally Sensitive & Livable Community ☐ Provide a Safe Community ☒ Deliver Quality Services ☐ Foster a Healthy Community
Run the Operations	☐ Enhance Community Preparedness & Responsiveness ☐ Maximize Partnership Opportunities ☐ Provide Courteous & Responsive Customer Service ☒ Model a Positive City Image ☐ Deliver Efficient Services ☐ Cultivate Community Involvement & Access
Manage the Resources	☐ Maintain Fiscal Strength ☐ Maximize Utilization & Resources ☐ Invest in Infrastructure & Transportation
Develop Personnel	☐ Develop a Skilled & Diverse Workforce ☐ Create a Positive & Rewarding Work Culture

Perspectives and Goals Additional Comments:

NONE

Resource Impact:

Staff time required if item is approved: No Additional

Other Potential Impacts:

NONE APPLICABLE

Public Information Plan:

☐	Newspaper Notice (Required by Statute)	☐	Public Hearing (Required by Statute)
☐	Public Forum/Input Session	☐	Press Release
☐	E-News Distribution	☐	Website Notice
☐	Social Media (Twitter, Facebook, etc.)	☐	Special Mailing
☐	Flyers Posted	☐	Banners Posted
☐	Survey	☐	Automated Phone Call
X	None Required	☐	
Other:			

ORDINANCE NO. 2015 - 015

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS, AMENDING THE POLICE DEPARTMENT BUDGET EXPENDITURES FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2015; REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HERewith TO THE EXTENT OF SUCH CONFLICT; CONTAINING A SEVERABILITY CLAUSE; AND ESTABLISHING AN EFFECTIVE DATE.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS:

SECTION 1: That the budget estimate of the expenditures of the police department of the City of Texarkana, Texas, as prepared by the City Manager and appropriated by the City Council for the fiscal year beginning October 1, 2014, and ending September 30, 2015, be amended to reflect additional expenditures appropriated as a result of a citizen donation.

1. Increase appropriations in the Texarkana, Texas Police Department budget account number 101-1702-52207 (Minor Tools and Equipment) in the amount of \$10,000.

SECTION 2: It is further provided that in case a section, clause, sentence, or part of this Ordinance shall be deemed or adjudged by a Court of competent jurisdiction to be invalid, then such invalidity shall not affect, impair, or invalidate the remainder of this Ordinance.

SECTION 3: All ordinances or parts of ordinances in conflict herewith are specifically repealed to the extent of such conflict.

SECTION 4: This Ordinance shall be in full force and effect from and after its passage and approval.

PASSED AND APPROVED in Regular Council Session on this the 9th day of February, 2015.

ATTEST:

JENNIFER EVANS, CITY SECRETARY

BOB BRUGGEMAN, MAYOR

City of Texarkana, Texas

Version: F

Update Date: 2/5/2015 10:21 AM

Briefing Sheet

Lead Department: Police **Action Officer:** Charles Kreidler,
Ordinance No. 2015-016 creating the rank of Assistant Chief of Police by
approving and authorizing the reclassification of two (2) non-tested Police
Captain Positions to two Assistant Chief Positions and eliminating assignment
pay for the Police Department Chief of Staff.

Subject:

Briefing: 2/9/2015 **Public** **Second** **Council**
Hearing: **Briefing:** **Vote:** 2/9/2015

Item ScheduleSchedule 1: Brief twice - vote once (six weeks)**Updates/History of Briefing:**Not Applicable**Executive Summary and Background Information:**

The recent announcement that Captain Tony Autrey will retire at the end of January has presented an opportunity to move forward with Phase Two of the Police Department restructuring plan that was initiated early last year. The first phase, in 2014, saw the Department reduce the number of divisions from four to three, and the appointment of a Chief of Staff to facilitate inter-divisional cooperative efforts. While the changes have seen success the Department is poised to move into the next phase of reorganization.

The second phase of the reorganization will incorporate the remaining non-department head functions of the Administrative Services Division into the Support Services Division, resulting in a two division organization. In keeping with the recommendation of the Matrix Report and the goals of Chief Shiner since being appointed in 2007, the two remaining divisions (Support Services and Operations) will be commanded by the incumbents currently appointed to the position immediately below that of Department Head. The move is designed to reduce or eliminate what the Matrix Group described as “a significant disparity between the level of responsibility, staff oversight and general span of control between the four Captains.”

The appointed positions immediately below that of Department Head are currently classified as Captains. With this reorganization the responsibilities, span of control and oversight vested in the appointed division commanders will be increased, including the direct oversight of the other two department Captains. In order to bring clarity to the new roles, staff proposes that the rank of the two appointed Captains be changed and reclassified as Assistant Chiefs. This modification mirrors a similar change that has already been approved in the Fire Department, wherein the appointed position of Assistant Fire Chief was recently approved by the council.

City of Texarkana, Texas

Concurrent with the approval of two Assistant Chiefs, the assignment of a Police Chief of Staff, along with the council approved assignment pay for those duties, is negated. The ordinance presented herein includes a provision to eliminate the aforementioned Chief of Staff assignment pay.

Potential Options:

- None

Fiscal Implications:

See attached document for description of the savings/cost for the creation of the new rank.

Staff Recommendation:

Staff recommends the approval of the change to the Civil Service Classification System that will allow the Chief of Police to appoint two Assistant Chiefs who will command the two Divisions within the Department.

Advisory Board/Committee Review:

None

Board/Committee Recommendation:

Not Applicable

Advisory Board/Committee Meeting Date and Minutes:

Not Applicable

Attachments

- a. Goals and Perspectives (DOCX)
- b. Fiscal Impact (DOCX)
- c. Ordinance No. 2015-016 (DOC)
- d. organizational_chart_2015 (PDF)
- e. Matrix Study Final Report (PDF)

Staff Coordination

Police	Dan Shiner	Department Head Review	Completed	
	01/28/2015 5:04 PM			
Finance Department	Charlie Bassett	Review	Completed	01/29/2015
	9:37 AM			
Human Resources	Jim Powell	Review	Completed	01/29/2015
	1:19 PM			
Public Information Officer		Lisa Thompson	PIO Review	Completed
	01/29/2015 1:31 PM			
City Manager	John Whitson	City Manager Review	Completed	02/05/2015
	10:24 AM			
City Council	Pam Burns	Meeting	Pending	02/09/2015
	6:00 PM			

City of Texarkana, Texas

Meeting History

City of Texarkana, Texas

Developing Perspectives and Goals Pending Approval by the City Council:

Perspectives	Goals
Serve the Community	☐ Promote an Environmentally Sensitive & Livable Community ☐ Provide a Safe Community ☒ Deliver Quality Services ☐ Foster a Healthy Community
Run the Operations	☐ Enhance Community Preparedness & Responsiveness ☐ Maximize Partnership Opportunities ☐ Provide Courteous & Responsive Customer Service ☐ Model a Positive City Image ☒ Deliver Efficient Services ☐ Cultivate Community Involvement & Access
Manage the Resources	☐ Maintain Fiscal Strength ☒ Maximize Utilization & Resources ☐ Invest in Infrastructure & Transportation
Develop Personnel	☐ Develop a Skilled & Diverse Workforce ☒ Create a Positive & Rewarding Work Culture

Perspectives and Goals Additional Comments:

None

Resource Impact:

Staff time required if item is approved: Low

Other Potential Impacts:

"NONE APPLICABLE"

Public Information Plan:

☐ Newspaper Notice (Required by Statute)	☐ Public Hearing (Required by Statute)
☐ Public Forum/Input Session	☐ Press Release
☐ E-News Distribution	☐ Website Notice
☐ Social Media (Twitter, Facebook, etc.)	☐ Special Mailing
☐ Flyers Posted	☐ Banners Posted
☐ Survey	☐ Automated Phone Call
☒ None Required	☐

Other:

Current

Captain \$77,368
 Captain \$75,218

Total \$152,586 (Monies in Current Budget)

<u>Proposed</u>	<u>Years 1-3</u>	<u>Years 4-6</u>	<u>Year 7</u>
Assistant Chief	\$79,500	\$82,000	\$84,500
Assistant Chief	\$79,500	\$82,000	\$84,500
Annual Total	\$159,000	\$164,000	\$169,000

<u>Difference</u>	<u>Years 1-3</u>	<u>Years 4-6</u>	<u>Year 7</u>
Net Difference	\$6,414	\$11,414	\$16,414
35% Benefits	1,842	3,994	5,744
Total Annual Cost	\$8,256	\$15,408	\$22,158

Funds Available for Proposed Positions (Annual Savings as a Result of New Promotions)

Year	1	2	3	4	4	6
Officer Promotion	\$10,790	\$9,245	\$7,700	\$4,095	\$1,005	1,005
Sergeant Promotion	\$4,120	\$4,120	\$4,120	\$2,060	\$2,060	\$2,060
Lieutenant Promotion	\$4,120	\$4,120	\$4,120	\$2,060	\$2,060	\$2,060
Total Annual Savings as Result of New Promotions	\$19,570	\$17,485	\$15,940	\$8,215	\$5,125	\$5,125

ORDINANCE NO. 2015 - 016

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS; CREATING THE RANK OF ASSISTANT CHIEF OF POLICE BY APPROVING AND AUTHORIZING THE RECLASSIFICATION OF TWO NON-TESTED POLICE CAPTAIN POSITIONS TO TWO ASSISTANT CHIEF POSITIONS AND ELIMINATING ASSIGNMENT PAY FOR THE POLICE DEPARTMENT CHIEF OF STAFF; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, by Ordinance No. 007-1948 dated May 25, 1948 the City of Texarkana, Texas adopted the Fireman's and Policeman's Civil Service Law as then found in Article 1269m, Texas Revised Civil Statutes, now codified at Texas Local Government Code, Section 143.001, et seq.; and

WHEREAS, the municipality's governing body shall establish the classifications by ordinance, including the number of positions in each subsequent classification; and

WHEREAS, by Ordinance No. 143-1977 the City Council provided for a comprehensive redrafting of the Civil Service Classification System and authorized the number of positions within the Classification System; and

WHEREAS, by Ordinance No. 069-2003 the City Council approved the ability of the Police Department Head (Police Chief) to appoint two non-tested Captains thereby giving a total of four Captains in the Classification System; and

WHEREAS, there currently exists a need to amend the number of Captain positions within the Classification System under Ordinance No. 143-1977 to accomplish restructuring of the Police Department to include two Divisions commanded by two Assistant Chiefs; and

WHEREAS, to accomplish the aforementioned Police Department restructuring, and upon approval of the council, the Classification System should be amended to reflect a reduction/abolishment of two non-tested Police Captains and the creation of the rank of Assistant Chief of Police above the rank of Police Captain. The two newly-created Assistant Chief positions, being in the rank immediately below the Police Chief, may be appointed pursuant to Texas Local Government Code §143.014; and

WHEREAS, Texas Local Government Code, § 143.021(a) states the commission shall provide for the classification of all police officers and said commission has approved the addition of the rank of Assistant Chief of Police to the Classification System on January 27, 2015; and

WHEREAS, the aforementioned restructuring of the Police Department will eliminate the need for the assignment of Chief of Staff along with the council approved assignment pay for those duties under Ordinance No. 2014-066;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS:

SECTION 1:

That, on the date prior to the effective date of this ordinance, the following Classification System for the Police Department was as follows:

<u>CLASSIFICATION</u>	<u>AUTHORIZED POSITIONS</u>
Police Captain	4
Police Lieutenant	6
Police Sergeant	13
Police Officer	73
Total	96

That, as of the effective date of this Ordinance, the two non-tested (appointed) Captain positions are abolished, the rank of Assistant Chief of Police is created, and the addition of two non-tested (appointed) Assistant Chiefs is hereby approved. This Council action is authorized by authority of the Texas Local Government Code §143.014 and §143.021. Section 3 of Ordinance No. 142-1977, as last amended by Section 2 of Ordinance No. 2014-066, is hereby amended and thereby substitutes “Exhibit to Section 3” which shall reflect the current Classification System for the Police Department and shall read in its entirety as follows:

Exhibit to Section 3

<u>CLASSIFICATION</u>	<u>AUTHORIZED POSITIONS</u>
Assistant Chief of Police	2
Police Captain	2
Police Lieutenant	6
Police Sergeant	13
Police Officer	73
Total	96

SECTION 2: Assignment pay in the amount of \$250.00 per month for assignment of a Captain as the Police Department Chief of Staff granted under ordinance No. 2014-066 is hereby rescinded in accordance with the Texas Local Government Code § 143.042.

SECTION 3: The purpose and intent of this Ordinance on the Civil Service Classification System of the Texarkana Texas Police Department is to abolish the two non-tested Police Captain positions, establish the rank of Assistant Chief of Police and approve the addition of two Assistant Chief of Police positions to be filled by appointment pursuant to Texas Local

Government Code §143.014. There is no intent to create additional promotional positions in the Texarkana Texas Police Department.

SECTION 4: It is further provided that in case a section, clause, sentence or part of this Ordinance shall be deemed or adjudged by a court of competent jurisdiction to be invalid, then such invalidity shall not affect, impair, or invalidate the remainder of this Ordinance.

SECTION 5: That this Ordinance shall be in full force and effect from and after its passage and approval.

PASSED AND APPROVED in Regular Council Session on this the 9th day of February, 2015.

ATTEST:

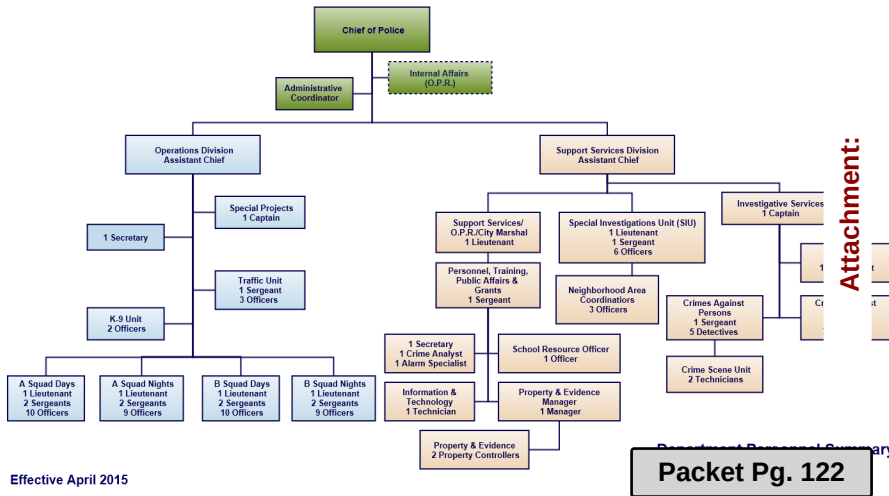
JENNIFER EVANS, CITY SECRETARY

BOB BRUGGEMAN, MAYOR



Texarkana Texas Police Department Organizational Chart

5.5.d



Attachment:

Effective April 2015

Packet Pg. 122

Master Plan Study for the Police Department TEXARKANA, TEXAS



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Irving, TX 75038
v. 972.871.7950 f. 972.871.7951

January 6, 2006

TABLE OF CONTENTS

January 6, 2006

1. INTRODUCTION AND EXECUTIVE SUMMARY	1
2. MANAGEMENT OF THE POLICE DEPARTMENT	8
3. ANALYSIS OF UNIFORM SERVICES	37
4. ANALYSIS OF INVESTIGATIONS AND SUPPORT SERVICES	64
5. ANALYSIS OF ORGANIZATION AND MANAGEMENT STAFFING	80
APPENDIX: BEST MANAGEMENT PRACTICES	91

1. INTRODUCTION AND EXECUTIVE SUMMARY

This first chapter of this report provides a summary of the process utilized by the Matrix Consulting Group to conduct this assignment and provides an Executive Summary of our principal findings and recommendations.

1. INTRODUCTION

The Matrix Consulting Group was retained by the City of Texarkana, Texas to conduct a Master Plan Study of the Texarkana Texas Police Department (TTPD). The scope of services defined in the City's original request for proposals was comprehensive and focused on the following broad topical areas:

- Management systems including policies, procedures, accreditation, etc.
- Organizational structure of the Department.
- Staffing and deployment of personnel.
- Police patrol services.
- Internal affairs.
- Criminal investigations.
- Service level goals and performance measures.

The project was conducted during the summer of 2005 by the Matrix Consulting Group project team. To conduct the assignment, the members of the project team engaged in a variety of activities, including the following:

- Met with senior management staff in the City.
- Interviewed all members of the command staff in the Police Department.
- Conducted one-on-one and small group interviews with approximately half of the staff in the Police Department in all functions.

- Collected data describing workload, finances, policies and procedures, accreditation, salaries and wages, benefits, use of leave and other key descriptive factors.
- Developed a descriptive profile of the Police Department which was reviewed with staff and the project steering committee. This has been included as an appendix to this document.
- Compared the TTPD to a series of best management practices to identify potential issues for further study in the course of this project. This has also been included as an appendix to this document.

The final step in this process has been the development of this final report. The following section provides a summary of the project team's key findings and recommendations.

2. EXECUTIVE SUMMARY

This section provides a summary of the project team's analysis of the management, organization, staffing and operations of the Texarkana Texas Police Department. This document also includes a summary descriptive profile as well as a summary of the results of the employee survey, each provided as appendices. The primary recommendations included within this study are summarized in the matrix, which follows:

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

(Report Section) / Finding	Recommendation	Fiscal Impact
2.1 (1) Current policies and procedures in the Police Department have been developed in three separate official tracks: General Orders, Policy Statements and Standard Operating Procedures. A fourth method is the use of memos or emails within a division to establish policies and procedures. The project team found that there is no uniform method for tracking or distributing policies, there is no central holding place for all such documents and that, in many cases, personnel rely on “word of mouth” to gain an understanding about the expectations for them in a given unit.	The Chief and the command staff of the Department must be tasked with reviewing, cataloging and updating these critical documents.	None
2.1(2) The Chief has attempted to initiate a review of the General Orders and other key documents. However, there is a lack of consistency in the way in which policies are developed, reviewed and implemented. The project team found a number of examples of General Orders which had been developed but never implemented.	The Chief should be tasked with the development of a staff committee for the purpose of reviewing all governing documents of the Police Department. Consideration should be given to obtaining “model” policies from other Texas law enforcement agencies. The Chief should report to the City Manager every 15 days on the progress made on making these changes.	None
2.1(3) – 2.2(3) A review of the “high liability” policies of the Police Department shows that a number of key tracking mechanisms are in place. However, there appears to be little time spent reviewing these critical data to identify issues or trends of concern. The project team also found a number of issues relating to the internal affairs (professional standards) processes in the Department.	High risk issues should be monitored with monthly comparative reports. Current activity levels should be compared to prior years for illustrative purposes. The Department has a revised internal affairs policy written. However, this must be implemented for it to be the policy of the TTPD. Implement a disciplinary decision making guide as part of the internal affairs policy. Implement an “early warning system” as part of the new internal affairs policy.	None

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

(Report Section) / Finding	Recommendation	Fiscal Impact
2.3(1) The Police Department currently operates with few performance targets or measures. This places the command staff at a disadvantage in terms of planning and managing the TTPD.	Adopt a series of performance targets and measures directed at the various functions of the Police Department.	None
2.3(2) The project team found that the command staff had no standing meetings. Interactions between the Chief and the command staff were limited to infrequent one-on-one meetings, with very few meetings involving the Chief and all four Captains.	The command staff should institute a series of approaches to improve internal communication. These steps should include standing meetings between the Chief and each command staff member, reinstitution of general staff meetings (monthly), and weekly "calendar" meetings involving the Chief and the Captains.	None
2.3(3) The Police Department currently has no mechanisms in place to support individual accountability.	The Department, in conjunction with City staff, should re-institute individual employee appraisals. These should be done so as to be compliant with the civil service requirements impacting the Department.	None
2.4 The Police Department's current General Orders and other governing documents currently require significant investment in time and effort in order to make them a practical tool for governing the operations of the Department.	The accreditation process through CALEA or some other venue could be useful to the TTPD as a way in which to structure the General Orders, policies and procedures. The Department should pursue this approach as a way of enhancing its management systems.	1x \$15,000 \$5,000 annual
3.3 Current authorized staffing in Patrol leads to excess proactive time for these units. This also indicates that staffing in Patrol exceeds that which is necessary to achieve a 50% proactive time target.	Reduce Patrol staffing by five (5) positions.	(\$234,505)
3.4 Population growth in the City over the next 15 years will result in moderately increasing workload demands on the Police Department as well.	If workload grows at projected rates, the Police Department will require two (2) additional police officers in five years and four (4) in fifteen years. These staffing levels are dependent on the workload and population growth.	None

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

(Report Section) / Finding	Recommendation	Fiscal Impact
3.5 Currently, proactive time in Patrol is not well directed. The Department has endeavored to develop a community policing / problem oriented policing model but it has not been fully implemented as yet.	The Police Department should fully implement a problem oriented policing model for Patrol operations. This should include pushing accountability for problem identification and resolution down to the Patrol Officers.	None
3.6 Traffic enforcement productivity in the Police Department does not match typically targeted levels. Productivity has also been impacted by the vacancies in the unit in the past year and by the lack of productivity in traffic enforcement from Patrol.	Proceed with the effort to fill vacancies in the Traffic Enforcement unit. Focus management attention on ensuring that unit productivity meets the Department's enforcement and accident reduction objectives.	None
3.7 The Police Department is shifting towards a problem oriented policing approach to service delivery. The training for this program has not been provided to all personnel at this time.	All personnel should be provided training in problem oriented policing. The Police Department has trainers for this program, so it can be conducted with on-duty staff.	None
4.1 Current workload in Investigative Services Division is not supported by the current level of staffing. There were two vacancies in the Division at the time of the study.	The project team's findings show that the unit should have three additional authorized positions beyond current levels. This means that there are five (5) positions required in the unit – two (2) of which are represented by current vacancies.	\$156,102
4.2 Supervision and oversight of caseloads is currently done using an informal case assessment system. Furthermore, at the time of the study, the Sergeant in the unit was responsible for the direct supervision of all personnel.	Develop a case management system. The current software package in use in the Department has a case management module. The Sergeant and Lieutenant should divide the Division staff between them, resulting in more balanced supervisory responsibilities.	None

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

(Report Section) / Finding	Recommendation	Fiscal Impact
4.3 The project team found that the policies and procedures, physical plant, security, controlled access and other key elements of the property and evidence facility are in good condition. The major gaps in this area include the lack of integration between two information systems, lack of a culling procedure for old property / evidence and the lack of an inspection / audit program.	The Department should modify the property evidence policies to address the need for frequent culling of old property and evidence. The policy should also require inspections and audits that are conducted by personnel not in the chain of command of the evidence facility. Audits should be conducted randomly several times a year and should be performed whenever there is a staffing change in the unit.	None
4.4(1) Officers in the Police Department receive a high level of training (more than 70 hours per year per person). While some of this training is driven by state (TCLEOSE) requirements, much of it is not. The Department has not done a “training needs assessment” to determine where there may be gaps in current training.	Develop a training needs assessment to guide police training in the TTPD.	None
4.5 The Police Department’s current crime prevention programming is provided largely by a single position with little assistance from line personnel. Moreover, the focus of the department is on fairly traditional crime prevention programs.	Focus on developing Texarkana-specific crime prevention programming. Identify opportunities to involve the line personnel – particularly those in Patrol.	None
4.6 Fleet management software and approaches in the City’s fleet management division do not provide effective management information. The City recycles fleet numbers, making it difficult to track maintenance, etc., on units during their life-cycle with the City. The use of a Police Officer as a Fleet Coordinator presents an opportunity for cost savings through civilianization.	The City should examine the fleet maintenance operation, including the acquisition of software to support fleet management. Unit numbers should no longer be recycled. The Police Department Fleet Coordinator should be civilianized at the retirement of the current incumbent.	Unknown None (\$6,000)

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

(Report Section) / Finding	Recommendation	Fiscal Impact
5.4 The current organizational structure of the Police Department has one Chief and four Captains. This has resulted in an uneven distribution of roles and responsibilities where two Captains have the majority of the personnel and responsibilities. The project team considered several alternative organizational structures that would address this issue.	Eliminate the Captain classification. Create two Assistant Chief positions. This would also require the addition of an additional Sergeant in Investigations and the creation of a Professional Standards Lieutenant. Several units would be shifted within the Department to balance roles and responsibilities for the two Assistant Chiefs.	(\$21,000)

2. MANAGEMENT OF THE POLICE DEPARTMENT

This chapter focuses on the critical management systems and infrastructure in place to support the daily operations of the Texarkana Texas Police Department. These management systems should serve to ensure that the Department is operated in a manner designed to hold managers and staff accountable for their roles in the organization and to ensure that personnel are managed in a fair and consistent manner.

Key management systems that must be in place in an effectively managed police department include the following:

- Documented and up to date policies and procedures which are accessible to all personnel. This should include a process by which policies and procedures are reviewed and updated regularly.
- Regular executive management and supervisory meetings to ensure effective internal communications and accountability of senior personnel. This should include both formal and informal interaction focused on addressing issues and on furthering the goals and objectives of the department.
- Utilization of data, from management reporting systems, for decision making and for assessing the impacts of various programs and other issues.
- Inspections conducted of all major operational components on a regular basis to ensure daily operating practices conform to agency policies and procedures. This system should allow for inspections of all organizational components no less frequently than once every three years.
- A system for tracking administrative investigations and all citizen complaints against department personnel. This system should insure that investigations are conducted in a timely manner with disposition information used to identify training deficiencies, to develop training curricula, and for policy development.

The following sections in this chapter address these managerial issues and provide recommendations for any enhancements.

1. ANALYSIS OF DEPARTMENT POLICIES AND PROCEDURES SHOW THAT THEY ARE OUT OF DATE, LACK ORGANIZATION, AND DO NOT EMPLOY SUFFICIENT PROCESSES FOR ONGOING REVIEW AND EMPLOYEE ACCOUNTABILITY.

This section examines the processes that the Department employs to review, revise, develop, distribute and review policies and procedures that provide essential uniform guidelines for day to day Department operations.

(1) Current Policies and Procedures Are Dated and Require Procedural Adjustments Among the Various Directive Formats.

The project team reviewed the current key policies and procedures of the TTPD which establish department policy and provide uniform guidelines for day to day operations. The points which follow, describe the team's findings from that review:

- The Department has three types of protocols to direct and guide Department Members. These are:
 - General Orders: Used to direct and clarify procedures. They are used to implement permanent procedures or programs that affect one or more sections, units, or divisions in the Department.
 - Policy Statements: Used to clarify General Orders or to set new direction pending the development of a General Order. Policy Statements are maintained at the back of the General Orders Manual.
 - Standard Operating Procedures: Procedures specific to operations of a particular Division.

These three sources for personnel and program direction are out-dated, not appropriately indexed and are at times in conflict with one another:

- General Orders: Have not generally been reviewed and updated in the past five years. The review, revision, and approval of critical liability, sensitive and legislative driven policies have proven to be protracted and not well coordinated by the Department executive staff. Orders are out of date or just not addressed with current Department Operations (no Community Oriented Policing program direction, job descriptions, SWAT / Hostage, etc.). Critical policies such as Use of Force and Pursuit do not stand alone for specific direction but rather are incorporated as a

subsection of the more general Chapters of “Department Motor Vehicles” and Weapons and the Use of Force.

- Policy Statements: These “Statements” used to clarify / modify General Orders have been made over time. When issued these directives are to be placed in the back of the General Order Manual. The Statements are neither indexed nor codified and are virtually lost for immediate reference and direction. The intent of the “Statements” is to modify existing procedures pending the timely review and update of a particular procedure. Many of these have been in place for extended periods.
- Standard Operating Procedures: These procedures are a collection of directives specific to Division operations. These directives are in the form of a “memorandum” from the Division Commander, a “memo” from a Division Supervisor or an e-mail to Division personnel or some other form of communication. Many of these directives are dated, having a term from 1985. Some SOP’s are in conflict with or address similar issues contained in the General Orders (pursuit -1885, use of canine, etc.). SOP’s for Patrol are indexed, those for Investigations are not indexed. The project team found that there was no central collection of these.
- With the current approach to policy and procedure maintenance, many of the day to day operational directives are by “word of mouth” from supervisors or peers. This has a significant impact on field training for new personnel. This also has the potential for impacting discipline and for setting expectations for staff.

Although the Department has the framework in place and has identified defined systems for directing Department members, the processes have eroded over time and are in critical need of specific and general review. The disorder created is recognized by all members of the Department as an essential task to be addressed.

Recommendation: The Chief and the command staff of the Department must be tasked with immediately reviewing, updating and compiling a unified set of governing documents for the Police Department.

- (2) The Approach Used by the Department for Reviewing and Updating Policies and Procedures Is Informal and Displays a Lack of Planning and Direction Needed to Assure a Continued Base of Contemporary Directives.**

The project team reviewed the processes employed by the Department to review, update, and distribute policies and procedures, and how Department staff are

held accountable to adhere to these directives. As the following points describe, the review and update process of Department directives and protocols has been protracted and the Department has many opportunities to reinforce inspection mechanisms:

- Although some General Orders have been updated (Response to Terrorism – 01, Racial Profiling – 04, Sexual Assault – 01, Canine Management – 04), most have not been reviewed since 2000.
- New policy development in most cases was required by new legislation.
- Existing General Orders call for G.O. Manual review every January by a committee appointed by the Chief. This has not been done (1.09.02).
- A number of General Orders have been identified for revision including: Internal Affairs, use of force and pursuit. These have been revised and have been pending review by the Chief of Police for adoption for an extended period, in some examples for more than a year.
- General Orders and Policy Statements are made available to Department Members through the in-house computer system. Inspections of manuals by Division Commanders every six months, (1.09.01) has been discontinued, thus there is no inspection process.
- The Department abandoned the use of the individual performance appraisal system which offered an annual opportunity for supervisors to cover and confirm specific knowledge of critical policies such as use of force, racial profiling, pursuit, hostile work environment reporting, use of criminal justice reporting systems and others.
- The Department does not employ a process for prioritized review of policies / procedures.
- The aforementioned issues become further exacerbated when considering those directives in Division SOP's, their lack of formal distribution, and potential conflict with Department General Orders.

In order to address these issues, the Department should take the following steps:

- The Chief of Police should appoint a committee representing a cross-section of personnel from the Department.
- At the same time, one of the command staff members should be appointed by the Chief as the “coordinator” for this assignment.

- This committee should be tasked with reviewing all General Orders and other documents which govern the Police Department. An initial review should take place within 30 days. This subcommittee must include the members of the command staff, unit heads and others with key responsibilities. The success (or failure) of this effort should be viewed as the success (or failure) of the group, not of one individual.
- Sub-committees of subject matter experts should be tasked with reviewing and recommending changes to these documents. They should also be focused on reconciling written directives with current operational practices, state and federal laws, legal opinions, etc.
- One option that Texarkana should consider is to seek out a model policies manual from another Texas law enforcement agency. This approach is commonly utilized in situations where the General Orders, policies and procedures have been allowed to fall into a state of significant disrepair.
- This is such a critical issue that the Chief of Police should provide status reports to the City Manager every 15 days. These reports should provide a description of the status of the review and update process. Once progress is clearly underway, this reporting could be reduced to every 30 days.
- The national accreditation bodies assume that this process, not including potential facility or other capital changes, should take approximately one year from start to finish.
- Once this process is completed, and a new policy manual is being issued, the Chief of Police should issue an order to rescind all previously issued documents, memoranda, emails, etc.

Recommendation: The Chief of Police should be tasked with developing a staff committee for reviewing all governing documents of the Police Department. The Department should consider seeking out model policy manual from other Texas law enforcement agencies to speed up the process of development and modification. The Chief should report to the City Manager on a regular basis (every 15 days) on the status of this critical process.

(3) Review of Specific High-Liability Policies and Procedures Show That the Department Has Systems in Place to Document These Activities. However, Review of This Information Is Not Being Performed on a Regular Basis.

The project team examined a sampling of key directives governing high-liability activities and associated administrative responsibilities. Although Department policy requires thorough documentation of these activities the Department does not evaluate

documentation formally, for training or policy modification purposes. The high-liability topics included in this review were:

- Vehicle Pursuit:
 - An after action report is required and is advanced for review through the chain of command to the office of the Chief.
 - All reports are retained in file by calendar year (not individual) following review.
 - The procedure does not call for an annual (or historical) review of all pursuits.
- Use of Force Incidents:
 - Reporting is the same as for vehicle pursuits.
 - Annual Use of Force training is required. Curriculum is predetermined.
- Internal Affairs Investigations / Personnel Administrative Inquiries:
 - No formal systems are now in place such as a “discipline decision matrix” that would include a formal review of training or policy modification.
 - The Internal Affairs Policy does not include an annual reconciliation of review of allegations for formal evaluation.
- Racial Profiling / Bias Based Policing:
 - Internal reporting and disposition is handled in the same manner as the Internal Affairs process.
 - The Racial Profiling policy is mandated by law (SB 1074).
 - Annual reporting to the City Council is required.
 - Periodic supervisory role call training is the only training requirement.
- Harassment / Violence in the Work Place:
 - The City Personnel Director coordinates this process.
 - The policy is contained in the Department General Orders Manual.

The project team determined that the Department has systems in place to ensure high-liability activity information is collected on an individual basis as these incidents occur with the reports forwarded through the chain of command for appropriate action. However, the directives governing these activities do not clearly define positions responsible for conducting periodic comprehensive collection of data or reviews of all such activities.

Recommendation: Effective management practices dictate that high risk activities be monitored individually and collectively to determine if there are any trends or patterns indicating deficiencies in training of policy. Usually, such reports are prepared in memorandum format with tables and graphs with comparisons to past years and current activity.

2. ASSESSMENT OF THE TTPD's INTERNAL AFFAIRS PROCESSES SHOW THAT THE DEPARTMENT HAS AN OPORTUNITY TO SIGNIFICANTLY CHANGE THIS FUNCTION TO MITIGATE THE LACK OF CONFIDENCE ASSOCIATED WITH THE PRESENT SYSTEM.

The internal affairs function is a key element for the maintenance of professional conduct in a law enforcement agency. The manner in which an agency responds to allegations of employee misconduct and the quality of such investigations greatly influences not only the public's perception regarding the agency's integrity, but also the employees' confidence that the application of the process will be objective and bias free. The agency must respond appropriately and in a timely manner to various kinds of allegations against its members.

(1) There Are a Number of Issues with the Internal Affairs Process.

The project team examined the TTPD's policies and processes in place for the receipt, investigation, and disposition of complaints of misconduct by Department personnel. Understanding that a revised policy has been submitted and is under

review, consideration should be given to the following for incorporation in the revised policy:

- The Department's Internal Affairs Policy is outdated and does not meet contemporary standards. A new Policy has been developed and has been "under review" since April of 2005. This has been a protracted process and should be implemented as a high priority.
- The Internal Affairs process is loosely coordinated by the Administrative Services Captain (ASC) and offers no consistency in process application:
 - Complaints are first sent to the employee's Division Commander for evaluation as to whether or not the complaint merits formal investigation. The decision then for a formal investigation will vary from commander to commander over time and through position turnover.
 - The responsibility for reviewing the initial complaint, assigning a control number for all complaints received (major and minor misconduct), assignment for, and monitoring of, investigative follow-up to disposition, and appropriate internal and external notifications, is not the responsibility of a single person.
- The Master Control Log that is now being used should include additional information:
 - The Master Control Log, now maintained by the ASC, tracks only formal investigations with basic tracking information that includes the nature of complaint (use of force, rudeness), employee identifier and complaint disposition.
 - No specific policy direction is provided for inclusion of information such as the number of external and internal complaints received, the time required to complete the complaint, disposition of discipline for sustained complaints, the classification of complaint (A,B or C, Class 1,2 or 3) that would be useful for annual reporting or evaluation for increased training or potential policy modifications.
 - The policy does not provide guidelines for purging information. A policy should be incorporated in proposed policies to identify timelines for purging information predicated on the nature of and finding of an allegation. Master control logs of 2000 and 2001 had a purge date which was discontinued from 2002 to the present.
- The present procedure does not have any timelines to guide the investigative or administrative process:

- Timelines are part of all contemporary Internal Affairs procedures and provide Department employees and the public with a sense of accountability that allegations of misconduct will be reviewed and investigated in a timely fashion.
- The revised policy provides administrative and investigative timelines.
- The Department provides good public access to the Internal Affairs process, however it lacks follow-up feedback or any formal annual reporting back to the City of misconduct allegations. The present policy does not articulate a process to get back to the complainant with the finding of the allegation. The Department does not have a reliable system in place to assure that all allegations of misconduct are accounted for.
- There is no system in place for the identification of external vs. internal (self policing) complaints in order for the formal annual analysis of administrative and internal affairs investigations to determine training needs or policy modification. Use of Force and Pursuit incidents require an after action report and formal review for training / policy purposes.
- The Internal Affairs process does not incorporate a formal Employee Intervention / Warning System used by many police agencies to provide employee assistance in the form of counseling or training in an effort to mitigate causes of misconduct.

The Matrix Consulting Group found that the Internal Affairs Process that TTPD employs is not contemporary and lacks the necessary administrative controls and policy definition to promote consistent application from complaint receipt to disposition.

Recommendation: The Department must move forward immediately to put in place the revised policy now under review with specific focus on processes that promote consistent, defined, and time driven protocols.

(2) The Office of Professional Responsibility (ASC), as Part of the Internal Affairs Process, Should Evaluate the Implementation of a “Disciplinary Decision Guide”.

The Department members have expressed, through sworn employee surveys in 2003 and 2004, that the Internal Affairs process lacks consistency in terms of complaints requiring investigation and the discipline imposed for sustained complaints. The following table displays the results of these surveys, administered by Research

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Associates of Wichita Falls, TX, at the request of the TTPD Police Officers Association.

There were forty-five respondents:

Internal Affairs Confidence Rating

Survey Question	Strongly Agree 2003 / 2004	Strongly Disagree 2003 / 2004
There is little or no favoritism shown in my division	1.6% / 6.8%	61.3% / 59.1%
I am satisfied with the I.A. disciplinary process	3.2% / 0.0%	58.1% / 63.8%
I would be treated fairly if accused of wrongdoing	3.2% / 0.0%	56.5% / 59.1%
I have confidence in the quality of Internal Affairs investigations.	3.2% / 2.3%	51.6% / 54.5%

As displayed, the preceding table raises “sworn” department member concern regarding their lack of confidence in the present Internal Affairs process. The existing policy loosely defines minor and major misconduct that allows the application of different standards, (by an individual or Division) for formal investigation. The revised policy now under consideration provides more definition to complaint classification and more policy direction to Division commanders for the criteria necessary to initiate a formal investigation. This will mitigate the broad discretion now available and add consistency among Department commanders in initiating an investigation.

The revised policy additionally calls for the immediate supervisor and Division commander to recommend appropriate discipline. This process raises employee questions regarding consistency and objective justification among commanders for the recommendation and application of discipline.

The Department does not have a guide to help in establishing discipline for sustained allegations. Without a “Disciplinary Decision Guide” to assist as a point of reference in determining discipline, the Department, over time with different administrators, can apply different levels of discipline for similar acts of misconduct. This has an adverse impact on employee morale, as we see from the surveys, in that it

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

fosters a sense of employee favoritism for those receiving a lower level of discipline than others for similar acts of misconduct. The following table displays a very brief example of what a Disciplinary Decision Guide might look like.

Policy Number	Conduct	1 st Offense	2 nd Offense	3 rd Offense	4 th + Offense
#	Alcohol related incidents not related to DWI	Written Reprimand / Minor	Major	Major / Terminate	Terminate
#	Neighborhood Disputes / Personal	Minor	Major	Major / Terminate	Terminate
#	False Information in Reports	Terminate			
#	Truthfulness of Internal investigations	Terminate			

The discipline matrix should be developed by the Department executive staff in conjunction with the adoption of the revised Internal Affairs Policy. The development and adoption of this guide will certainly set the organizational tone from the executive team and mitigate to a great degree the lack of objective confidence now expressed by Department members.

Recommendation: Evaluate and develop a Disciplinary Decision Guide with the adoption of the revised Internal Affairs Policy.

(3) The Department Should Employ a Formal “Employee Early Intervention” System.

Early Intervention Systems (EI) originated out of a growing recognition that a few officers are responsible for a disproportionate number of department problems related to “use-of-force” and citizen complaints. The “EI” system is a data-based (manual or computer driven) management tool designed to identify officers and other Department members whose performance exhibits problems, and then to provide interventions, usually counseling or training, to correct those performance problems. EI systems have emerged as an important mechanism for ensuring police accountability. Systems

identify potential officer job-related stress and/or personal problems that could impact job performance and interactions with the public. EI systems typically have specific departmentally developed alert “triggers” that are monitored and reported through the Department’s information (manual or computer based) system. Examples of potential triggers are presented in the following table.

Performance Support Alert Triggers	
Category	Trigger
Investigated Complaints (I and II)	3 in 6 months
Vehicle Accidents (ARB)	2 in 6 months
Use of Force Investigations	2 in 6 months
Use of Force Officer Reports	2 in 6 months
Arrests for Obstructing a Police Officer, Resisting Arrest, or Disorderly Conduct	2 in 6 months
Criminal Investigations	1 in 6 months
Biased-based Policing Investigations	1 in 6 months
Hits any three categories within a rolling 6-month period	
Secondary Elements (Monitored Only – No Triggers)	
Wage Garnishments	Civil Claims Lawsuits
Voluntary Bankruptcy	Risk Management Reports

Department policies should be modified to require that individual Department member files be maintained for the examples displayed in the preceding table in conjunction with the requirement that all “use of force” and “pursuit” incident files be maintained by calendar year. The Administrative Services Captain has recently begun the consolidation. EI systems have evolved in the past ten years. Implementation of an EI system should involve careful planning with full involvement and support of executive management of both the Department and the City.

Recommendation: The Department should formally explore the feasibility of adopting an appropriate Early Intervention (Warning) System as an essential component of the Internal Affairs Process.

3. CURRENT MANAGEMENT SYSTEMS AND ASSOCIATED ACCOUNTABILITY MECHANISMS ARE NOT EFFECTIVE.

For this section the project team focused on the current systems utilized by the Department executive team and supervisors to manage and control operations, and the administration of the Texarkana, Texas Police Department. In reviewing these systems the project team focused on four broad aspects of current internal Department management.

- Overall management of operations and administrative support functions.
- Management practices that develop and are consistent with long term planning objectives and priorities.
- Management initiatives that focus on goal setting, evaluation, and performance accountability.
- Systems used for internal and external communications.

The first section deals with the development of the elements of a formal management system.

(1) Strong Consideration Should Be Given to Developing a “Performance Based Management Plan” to Focus Very Specifically on Long Range Planning.

The project team has identified opportunities to improve the Department Management Systems. The following issues certainly have had an adverse impact on the executive team’s ability to provide an orderly environment of long term objective driven planning processes.

- The current Department Mission Statement and Value Statement were developed by past Department Administrations. These statements are very broad and are not used to provide focus for current levels of police service.
- The Community, City Council and City Management team are not used as a resource for setting police objectives. Work activities are short term, anecdotal

and set by individual Divisions in the form of short term projects. There are no measurements, annual reconciliation, or accountability consequences in place.

- The budget is not used for setting police objectives. Programs and associated outcomes for expenditures are not part of the budget planning process. This is specifically apparent for the efforts committed to the District Policing Model.
- The District Policing Model (Community Oriented – Problem Oriented Policing) does not have program objectives. This program, in place for 2.5 years has no expressed Department / Community objectives. No displayed efforts to assess the impact of the program vs. a traditional policing model, its expense, its impact on existing personnel resources, or what the program might look like in 1,3, or 5 years. Program objectives were articulated by the Chief and incorporated in executive staff meeting minutes of August 31, 2004. In short, program objectives are to focus on “reduction of crime”, “prevention of crime”, and “reduction of the fear of crime.”
- An environment of ‘disorder’ exists among the management team which makes addressing any of the issues described above difficult.

The preceding issues certainly convey that the Department does not have a long term planning process in place. The Police Department executive team should take steps to develop these goals and objectives through a facilitated off-site team building exercise that would include all Department administrative staff, (Captains and Lieutenants), with initial attendance by the City Manager. The first off-site focus should be to discuss long-term vision, discuss the impact of the undermining atmosphere between and among the executive team and develop the parameters of a new Mission Statement. This should include the City Manager setting his expectations for the Police Department management team as a group.

Recommendation: The executive team apply the processes included in the “Recommended Management Plan” posted at the end of this Chapter (section 4), and associated Performance Measures added as an addendum to the chapter as “Appendix A”.

(2) Management Meetings at the Executive Level Can Be Improved to Facilitate Communication and Improve Operating (Business) Relationships. Division Meetings Are Effectively Used.

The project team examined the processes for meetings used by TTPD management staff to meet among themselves and with other member of the larger command and supervisory staff. The project team's finding are summarized as follows:

- The executive team has a meeting every other week, on Tuesdays, following the Monday City Council meeting. This is the only management meeting that the executive team has. Included in this meeting is the Arkansas Captain that administers the Communication Center. The Chief prepares the meeting agenda, a recap / review of assignments from the last meeting. Limited input is solicited from the Captains. Meeting focus is on updates and short term planning. Meeting minutes are taken and developed by the Chief's Administrative Assistant.
- The Chief does not have a set standing meeting with individual members of his staff. Communication is by e-mail or phone with "impromptu" meetings called to discuss emerging issues:
 - An established personal meeting would offer an opportunity to discuss individual work plans and potentially enhance interpersonal relations.
 - The Chief expressed at the December, 2004 staff meeting that he wanted to employ these meetings in 2005. The meetings are not yet in place.
 - The Chief does not have a "standing meeting" with the City Manager. Meetings, up to three per week, are informal.
- The Chief does not have a weekly "calendar meeting" with his staff. Weekly 30 minute Monday morning staff meetings offer an opportunity for the executive team to discuss significant organizational events from the previous week and weekend and also to share significant events / meetings with other member's of the executive team.
- The Chief in May of 2004 discontinued the Department General Staff Meeting that included all Department supervisors (Captains, Lieutenants, Sergeants). This was the only standing meeting for this group and the Chiefs only opportunity to interact with Department subordinate personnel.
- The Chief does not currently have any other meetings with Department members:

- Meetings are arranged “as needed” with the Police Association.
- In March and May of 2003 the Chief established an “Employee Concerns Unit”. This “diagonal slice” of Department members met on two occasions to discuss various Department issues impacting morale and operations. These meetings have been discontinued.
- Role call appearances by the Chief for information exchange are sporadic and not common.
- In January of 2005 the Chief initiated two monthly meetings to discussed issues associated with the three District Policing Areas. Meetings are chaired by the Uniform Services Captain, with attendance of the three District Lieutenants and the Investigative Division Supervisory Staff:
 - Meeting are productive in that this is the first time that Units and Divisions have come together on a regular scheduled basis to discuss criminal activity, and community activity by District.
 - ISD reports on investigative case progress, Patrol Lieutenants provide information about activity in the three Districts, and Narcotics talks about recent neighborhood narcotics activity.
 - This is a new process and the group has received limited information / direction on meeting expectations. Prior to the first meeting the Chief handed out a half-dozen articles on the “CompStat” process.
- The Uniform Services Division has good information exchange through weekly meetings. Meetings are set for Thursday to convey information from the Tuesday executive team meetings:
 - Captain and three District Lieutenants meet to discuss Division operations.
 - District (POP) meeting chaired by the Patrol Captain.
 - General Division Staff meeting, including the Captain, Lieutenants, and Sergeants.
 - District (POP) meeting chaired by the Patrol Captain.
- The Criminal Investigations Division meets daily with all investigators and supervisors in a “briefing format” to discuss new and ongoing case follow-up progress. The Division supervisors have also recently initiated meetings with the Arkansas CID supervisors for coordination of information and investigative resources.

The Department at the Executive level can improve its ability to communicate and provide improved direction not only to Executive Team Members but to the rest of the organization.

Recommendation: The Chief and Executive Team should develop strategies to improve communication between Team Members and the rest of the organization. The following steps should receive strong consideration:

- **Establish Standing Meeting Between the Chief and Individual Executive Team Members.**
- **Reinstate Monthly General Staff Meetings**
- **Establish Weekly Calendar Meetings**

(3) Department Accountability Mechanisms Are Deficient.

The following points summarize the project team's observations and findings concerning the use of Department and management accountability mechanisms:

- The Department does not have established annual internal or external performance objectives, collectively by Department, Division, Unit, or Program, and individually by program administrators and unit supervisors.
- The Department does not have an annual performance appraisal system for year end reconciliation. The lack of performance measures impacts the ability of Department managers and supervisors to hold Department members accountable. An effective appraisal system offers:
 - Opportunity to set personal goals and objectives that tie to Division / Department goals.
 - Ability to assess personal accomplishments and areas for further development.
 - Establish a plan for professional growth through training or specialty assignment.
 - Opportunity to receive and provide feedback about job performance.
 - Opportunity to review and assure that all personnel know and understand high liability policies and procedures, i.e. pursuit, use of force, hostile work environment, (sexual harassment) etc.

- Again, the Department does not formally set long or short term objectives by Division, Unit, or individual. With no expressed work product outcome through the goal and objective setting process the Department has no accountability mechanisms in place.

Without built-in accountability associated with job performance through the goal and objective setting process and without “formal” mechanisms to provide each employee feedback about job performance through an annual appraisal system, all members of the Department set their own work standard.

Recommendation: The Department should reinstate an annual employee appraisal system that is job specific (patrol, traffic, detective, etc.). This will have to be constructed to meet Civil Service objectives and requirements.

(4) Development of Comprehensive, Meaningful and Quantifiable Performance Measures Will Enhance the Management of the Police Department.

The project team has identified several key themes in this management section. These include the following central points:

- The Department Mission / Value Statement was set by a prior administration and is not used by the Department to direct Department service delivery.
- The Department does not set internal or external service delivery goals or objectives.
- The Department is generally run using informal management systems.
- Key meetings need to be used to produce accountability and to optimize departmental performance.

The matrix, on the following pages, provides an analysis of performance versus several key factors and provides recommendations for addressing identified issues:

RECOMMENDED MANAGEMENT PLAN
Texarkana Texas Police Department

Issue	Discussion	Recommendation	Responsibility	Timing
Mission / Leadership	The TTPD needs to identify what it plans to do as a service provider. These plans should be community driven through the City Council and City Managers Office in the form of a City Strategic Plan or annual City Objectives. The various elements of the Matrix CG Report on Texarkana Police Service will facilitate focus on service oriented objectives. The Department currently does not have written base line performance standards that can be used to establish long term goals and objectives.	Following review of the Matrix CG Report and policy direction from the City Council the City Manager, the Police Executive Team should identify some Department "Performance Measures" that deal with: • Efficiency Indicators • Service Level Indicators • Work Quality Indicators • Program Impact Indicators <u>note</u>: examples are at the end of this chapter, appendix "A". The Police Department should hold an internal retreat to review and modify, if appropriate, the existing Department Mission and Value statements; then identify and set short and long term goals and objectives. These may include anything ranging from effective community policing, use of field pro-activity, police community relations, criminal complaint ratio's to issues of neighborhood blight.	The City Manager, Chief and the executive staff should coordinate and lead this effort.	Begin the process so that a "performance management plan" can be established with the 2006 / 2007 Department Financial Plan.

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Issue	Discussion	Recommendation	Responsibility	Timing
Performance Management Plan	Currently, there are no specific and measurable goals / objectives or performance management plans in place in the Police Department. This has a significant impact on defining, externally or internally, the success and improvement needs of the organization; budgeting; accountability; etc. Specific attention should be directed to the District Policing Model. This "Area Accountability" policing program has been in place for 2.5 years. The program is in place with no written (stated) goals or objectives for project community impact on crime or community disorder. A program evaluation has not been done in terms of crime and community impact. If the program clearly displays results then the program should, through the planning process, be given the appropriate personnel, material, and financial resources to continue. The District Accountability Program was added to the responsibilities of the field patrol staff with no additional resources, and limited training (3 days) to a select few.	The TTPD needs to take the use of performance measurement to a new Department level. An effective performance management plan includes: • Defining what the Department wants to accomplish. Review of the Mission Statement, priorities of the community, creating specific goals and quantifiable objectives fulfilling that Mission statement. • Planning and scheduling resources to meet established goals and objectives. The application of resources so that goals and objectives are met. • Monitoring progress toward meeting established goals and objectives. Measures reviewed on a regular basis ensures that planning and scheduling of resources actually is effective in meeting goals and objectives. • Reconciling results with goals and objectives. Since many goals and objectives are set on an annual basis, some form of final year-end reconciliation should be made between established objectives and accomplished results. This provides a report of progress and accountability for City Manager, Council and Community.	Chief and Executive Team	In conjunction with the 2006 / 2007 Department Budget Process.

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Issue	Discussion	Recommendation	Responsibility	Timing
Accountability Mechanisms	Currently, there are no formal accountability mechanisms in place for either line or management personnel as discussed in the “accountability” section of this Chapter. The lack of formal and applied performance measures makes it difficult to objectively judge unit or Departmental performance and therefore to hold supervisors and managers accountable.	Develop a series of formal performance measures (see appendix “A” to this chapter for examples). These measures should be such that they can be easily tracked and evaluated. One of the two monthly management meetings should be shifted in focus to address those areas where the Department as a whole (or a specific unit) is failing to meet expectations. Concrete action should be discussed and corrective action taken to bring the Department into compliance with expectations. In addition, command staff meetings need to be altered in focus to address opportunities for improvement relative to the established performance standards.	The Chief and Administrative Staff.	Performance measures should be in place with the development of the 2006 / 2007 Department Financial Plan.

The result of making these modifications will be an enhanced management approach, one that relies more on formal performance expectations at either the Department, Division or unit level. Through these modifications the Police Department will increase true accountability for all levels of the organization. This accountability will extend not only internally among Department staff but also externally, to the City Manager's Office, the City Council and to the Community.

4. GIVEN THE DEFICIENCIES ASSOCIATED WITH THE DEPARTMENTS GENERAL ORDER REVIEW AND REVISION ATTEMPTS, THE DEPARTMENT SHOULD DEVELOP A PLAN FOR ACHIEVING ACCREDITATION STATUS.

The accreditation process assists local government leaders and police professionals in monitoring and improving the quality and performance of their police service delivery systems by identifying current and desired standards of performance and the development of Department protocols to achieve and maintain those standards.

Based on the project team's review of the Department's recent attempts to review and update existing protocols to a contemporary industry standard, it is apparent that the necessary work would not likely be successful in the near future. The following points summarize the project team's conclusions with respect to this:

- Department General Orders have not been reviewed in five years and there is not a process in place for a scheduled review of all directives.
- Policy Statements issued by the Office of the Chief of Police have been issued over time to clarify / update General Orders or provide supplemental direction are not codified or indexed for reference.
- General Orders have not been updated based on the Policy Statements issued.
- Standard Operating Procedures to guide Division Operations are a collection of Division Commander memorandums, short memo's by Division supervisors, e-mail, or some other form of communication that range in time back to 1985.

- Some Standing Operating Procedures provide direction covered in General Orders.
- Standard Operating Procedures are maintained by the particular Division for reference. Field Operations are indexed, Criminal Investigations are not indexed.
- Although some progress has been made in reviewing and revising policies for contemporary standard requirements, the process is moving much slower than it should. The process lacks policy deficiency identification and prioritization.
- The process over time has been managed by different members of the Department's executive team.

It is apparent from the aforementioned issues that the Department lacks a long range plan to address the disorder associated with the Department protocols now in place, or lack thereof, at all levels of the organization.

Employing an accrediting body such as the "Commission of Accreditation for Law Enforcement Agencies" (CALEA), would assist the Department with the necessary structure and process that it now lacks to resolve this critical organizational issue. The "CALEA" process is comprised of five general phases that include:

- Application by the Department to the Commission
- On-site assessment by a CALEA assessment team to review all standards and, in particular, to verify compliance with all applicable standards.
- Commission review for award of agency accreditation status.
- Maintaining compliance and re-accreditation

To maintain accredited status, TTPD must remain in compliance with applicable standards. The Department will be required to submit annual reports to the Commission attesting to continued compliance and reporting changes or difficulties experienced during the year, including actions taken to resolve noncompliance. If necessary, the Commission reserves the right to schedule interim hearings to consider

discontinuing accredited status if noncompliance becomes a serious issue. Every three years the Department must complete the “accreditation process” to continue accredited status into the future.

Achieving accredited status requires commitment and support from all areas of the Department and requires regular contact and communication between the “Accreditation Manager”, Department members and the Commission. Due to the importance of this process to the organization, the Accreditation Manager should be a member of the Department Executive Team.

The Accreditation process will formally address the present and protracted deficiencies in restructuring and revising, as appropriate, all Department protocols.

Recommendation: The Department should consider achieving accreditation with one of the accrediting bodies. This will have a one-time cost of approximately \$15,000 and an annual cost of approximately \$5,000.

ATTACHMENT A

PERFORMANCE MEASURE EXAMPLES

1. EFFICIENCY INDICATORS

(1) All Divisions

- Average hours available annually per position for regular duty assignments after “fixed” time losses considered, such as vacations, holidays not worked and mandatory breaks.
- Average hours expended annually, per position, for “variable” time loss factors such as:
 - Sick Leave
 - Disability Leave
 - Mandated In-Service Training
- Average overtime hours (paid/compensatory/donated) per position annually by reason for use (e.g. extension of duty shift/call back).
- Average hours expended annually by position for court appearances.
- Ratio of “working” personnel to supervisors at various organizational levels.
- Percent of sick leave days taken at the “end” or “beginning” of the work week or immediately preceding or following a holiday.
- Annual turnover rates, by position classification, and in total.
- Vehicle downtime (for repairs/maintenance) as a percentage of hours they should be available.
- Number of hours of “useful” work performed, by activity, by volunteers.

(2) Patrol Division

- Average hours/minutes required, by position, to handle various work tasks, such as:

- CFS Handling	- Arrest/booking
- Report Writing	- Vehicle Servicing
- Traffic Citations	- Case Investigation
- Reports	- Field Interrogations

- Volume of work activities performed per position per year (possibly weighted to reflect their importance), such as:
 - CFS per Officer - Traffic Citations per Officer
 - Arrests per Officer - District (COP / POP) Activity
- Percent of CFS for which a report is written.
- Percent of CFS where two or more patrol units respond (i.e. the back-up rate).
- CFS per Officer among various duty shifts and days of the week.
- Percent of no-injury traffic accidents “activity” investigated.
- Number of false alarms responded to annually compared to trends or targets.
- False alarms as a percent of total alarms received.
- Percent of CFS (or other workload indicator) by time of day or day of the week compared to available staff scheduled for work.

(3) Detective Division

- Percent of reported crimes actively receiving follow-up investigation by type of offense.
- Volume of work activities performed per position such as:
 - Total cases assigned by type.
 - Total cases prepared for court

2. SERVICE LEVEL INDICATORS

(1) All Divisions

- Average elapsed time required (in working days) to resolve a citizen complaint.

(2) Uniform Services Division

- Percent of duty time that Patrol Officers or other field personnel are free for pro-active problem-solving / self initiated activity / District Policing.
- Mean and median elapsed time required to respond to service requests by priority of call (e.g. in-progress, important and as available)

- Ability to meet established objectives in response to citizen requests for service regarding neighborhood blight, traffic, vice, narcotics.
- Number of “COP / POP” neighborhood projects initiated vs. resolved through District Policing Efforts.
- Percent of calls, by priority, responded to in X-minutes or less.

(3) Investigative Services Division

- Percent of reported crimes where detectives make a follow-up contact in person, by phone and by letter.
- Percent of stolen property recovered (non-vehicle) of the total & value of property taken which was returned to rightful owners.
- Percent of stolen vehicles recovered.
- Percent of cases, by type, cleared within X hours/days.

3. WORK QUALITY INDICATORS

(1) All Divisions

- Percent of complaints lodged against Texarkana Police Department personnel, by nature of complaint (e.g. not courteous or excessive use of force), found to be invalid.
- Average score obtained in firearms qualification drills.
- Percent of employee complaints/grievances found to be invalid.
- Ratio of written complaints/commendations which are positive in nature.
- Percent of citizens/users surveyed who are satisfied with various operational aspects of police services (e.g. courtesy, professionalism, thoroughness of police action taken, fairness of Officer).
- Percent of Department employees surveyed who are satisfied with various aspects of Department operations (e.g. training provided, availability and accuracy of records, thoroughness of preliminary investigations, incident reports, clarity and accuracy of dispatches).

(2) Uniform Services Division

- Percent of traffic citations issued for the major causes of traffic accidents (e.g. excessive speed and failure to yield the right of way).
- Number of successful District Policing Projects.
- Percent of reports taken that are referred back to the investigating Officer for correction of errors or additional information.

(3) Investigative Services Division

- Percent of arrests, by type of crime, where the DA agrees to file a complaint.
- Percent of cases by type of offense where investigation is possible which are cleared by arrest or exception.

4. PROGRAM IMPACT INDICATORS

(1) All Divisions

- Number of reported (total crimes), by type, per 1,000 population where police action can have an impact (e.g. burglary compared to trends and/or other similar jurisdictions).
- Percent of citizens/users surveyed who are satisfied with various aspects Pittsburg Police services (e.g. safety while at home, safety while out, police control over crime, response time, traffic enforcement, neighborhood blight).

(2) Uniform Services Division

- Percent of traffic citations issued resulting in a judicial penalty.
- Number of reported traffic accidents (injury and property damage only) compared to trends and/or other similar agencies.
- Percent of dwelling units and businesses victimized by type of crime where police can have an impact.
- Dollar value of property stolen per X residents or Y business sales by type of crime where police can have an impact through the District Policing model.
- Number of children injured going to/from school at school crossing sites.
- Percent of juveniles apprehended, by type of offense, who have no further contact with the police.

- Victimization rates of dwelling units and businesses participating in a specific crime prevention program, compared to those which have not.
- Crime rate, in total, and for various types of offenses per 100,000 population compared to trends and other similar jurisdictions.

(3) Investigative Services Division

- Percent of stolen property (as measured by total dollar value) and stolen vehicles (as measured by number) recovered.
- Percent of arrests made resulting in a conviction.

3. ANALYSIS OF UNIFORM SERVICES

This chapter presents the project team's assessment of patrol services in the TTPD. Issues addressed in this chapter include patrol staffing and deployment, use of proactive time, traffic enforcement activities, and supervision.

1. REVIEW OF FIELD WORKLOADS.

This section provides information on workload handled by patrol during the year period of July 1, 2004 to June 30, 2005. The first subsection discusses call for service data.

(1) Call for Service Workload

Primary workload in patrol consists of responding to calls for service. Total calls for service by time of day and day of week are shown in the table below. Please note that the information contained within the following tables includes only community generated workload. As a result, a number of CAD entries were not included which reflected officer initiated activities such as traffic stops, on-view incidents, and administrative activities.

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Texarkana Texas Police Department
Calls for Service from July 1, 2004 to June 30, 2005

All Districts/Beats

Hour	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Total	Avg./ Hour
0	178	88	134	109	109	113	179	910	2.49
100	148	62	72	81	87	73	140	663	1.82
200	100	55	53	72	67	67	99	513	1.41
300	103	49	41	39	54	78	100	464	1.27
400	65	38	46	29	41	56	60	335	0.92
500	65	38	39	46	44	65	44	341	0.93
600	55	54	57	60	54	69	59	408	1.12
700	89	125	137	142	118	106	86	803	2.20
800	112	149	168	147	148	129	125	978	2.68
900	87	153	152	160	129	149	137	967	2.65
1000	114	159	161	173	149	141	181	1,078	2.95
1100	152	183	162	182	172	175	203	1,229	3.37
1200	167	215	160	155	183	183	211	1,274	3.49
1300	178	202	191	173	174	182	237	1,337	3.66
1400	223	189	196	176	191	178	222	1,375	3.77
1500	190	218	223	229	215	188	235	1,498	4.10
1600	184	229	232	226	237	265	196	1,569	4.30
1700	178	272	263	244	253	279	242	1,731	4.74
1800	188	203	229	227	233	216	212	1,508	4.13
1900	158	212	215	205	216	232	222	1,460	4.00
2000	168	208	203	199	189	217	192	1,376	3.77
2100	161	171	185	198	167	207	216	1,305	3.58
2200	146	164	169	178	185	224	243	1,309	3.59
2300	117	136	156	137	147	202	252	1,147	3.14
Total	3,326	3,572	3,644	3,587	3,562	3,794	4,093	25,578	70.08
Avg./ Day	63.79	68.50	69.88	68.79	68.31	72.76	78.50	70.08	

The following points summarize the information above:

- From July 1, 2004 to June 30, 2005, the TTPD responded to 25,578 calls for service. Please note that this number does not include non-community generated calls for service including house checks, businesses checks, traffic stops, and on-view officer initiated activities.
- Based on this total, the average number of calls per day was approximately 70. Throughout the week, average calls ranged from a low of 64 calls on Sundays to a high of 78 calls on Saturdays.

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

- Throughout the day, calls for service ranged from a high of approximately 5 calls during the hour of 5:00 p.m. to 6:00 p.m. to a low of approximately 1 call during the hour of 4:00 a.m. to 5:00 a.m.

The project team also compiled calls for service data for each district within the City of Texarkana, Texas. The tables, that follow, provide the same distribution table for each district:

Texarkana Texas Police Department
Calls for Service from July 1, 2004 to June 30, 2005
District 1

Hour	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Total	Avg./ Hour
0000	62	30	42	39	43	27	67	310	0.85
0100	45	24	22	25	29	27	40	212	0.58
0200	38	21	11	17	30	18	37	172	0.47
0300	35	18	13	13	21	30	32	162	0.44
0400	22	12	10	5	9	17	16	91	0.25
0500	22	9	11	19	17	19	11	108	0.30
0600	22	19	18	22	26	23	23	153	0.42
0700	33	46	48	62	51	42	31	313	0.86
0800	36	54	58	59	57	51	35	350	0.96
0900	31	68	62	59	49	67	44	380	1.04
1000	37	64	56	75	56	49	66	403	1.10
1100	60	66	54	66	65	55	86	452	1.24
1200	64	80	65	53	67	63	67	459	1.26
1300	62	69	74	68	68	66	76	483	1.32
1400	77	62	70	62	77	65	67	480	1.32
1500	68	79	60	80	73	69	89	518	1.42
1600	62	67	69	90	60	91	70	509	1.39
1700	69	92	96	91	98	117	86	649	1.78
1800	59	76	81	77	85	81	73	532	1.46
1900	62	76	86	88	80	89	81	562	1.54
2000	65	68	61	67	74	75	85	495	1.36
2100	56	48	56	78	49	66	77	430	1.18
2200	48	61	57	54	55	71	78	424	1.16
2300	44	46	49	43	53	54	79	368	1.01
Total	1,179	1,255	1,229	1,312	1,292	1,332	1,416	9,015	24.70
Avg./ Day	22.61	24.07	23.57	25.16	24.78	25.55	27.16	24.70	

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

The following points highlight the information above:

- As shown above, the TTPD responded to 9,015 calls for service within District 1, for an average of 25 calls for service per day.
- As shown in the distribution of total calls for service, the slowest day of the week was Sunday which averaged 23 calls for service, while the busiest was Saturday which averaged 27. Once again, the busiest hour of the day was from 5:00 p.m. to 6:00 p.m., while the slowest hour was from 5:00 a.m. to 6:00 a.m.

The next table, below, shows calls for service within District 2 over the period:

Texarkana Texas Police Department
Calls for Service from July 1, 2004 to June 30, 2005

District 2

Hour	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Total	Avg./ Hour
0000	42	21	38	30	26	33	51	241	0.66
0100	36	16	22	22	27	21	43	187	0.51
0200	35	13	20	26	16	19	20	149	0.41
0300	34	17	9	12	11	26	38	147	0.40
0400	21	16	14	12	17	17	19	116	0.32
0500	21	12	10	10	15	11	13	92	0.25
0600	10	15	19	15	8	21	17	105	0.29
0700	29	37	39	31	32	24	23	215	0.59
0800	28	48	57	44	46	41	35	299	0.82
0900	24	33	36	41	37	33	41	245	0.67
1000	33	39	59	44	41	41	45	302	0.83
1100	39	59	44	62	48	64	44	360	0.99
1200	33	73	47	40	44	58	57	352	0.96
1300	51	63	54	41	48	55	66	378	1.04
1400	50	59	54	46	58	54	68	389	1.07
1500	50	62	77	57	54	59	64	423	1.16
1600	47	75	62	58	86	83	52	463	1.27
1700	39	81	72	62	57	73	66	450	1.23
1800	48	44	55	57	60	63	45	372	1.02
1900	44	54	54	53	47	52	52	356	0.98
2000	38	47	65	53	41	52	37	333	0.91
2100	37	46	48	54	34	64	45	328	0.90
2200	49	41	45	50	57	54	68	364	1.00
2300	33	36	40	38	44	64	76	331	0.91
Total	871	1,007	1,040	958	954	1,082	1,085	6,997	19.17
Avg./ Day	16.70	19.31	19.95	18.37	18.30	20.75	20.81	19.17	

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

The following points highlight the information above:

- As shown above, the TTPD responded to 6,561 calls for service within District 2, for an average of 19 calls for service per day.
- As shown in the distribution of total calls for service, the slowest day of the week was Sunday which averaged 17 calls for service, while the busiest day was Friday which averaged 21. Again, the busiest hour was during the hours of 4:00 p.m. and 5:00 p.m. while the slowest hour was during the hours of 5:00 a.m. and 6:00 a.m.

The next table, below, shows call for service data for District 3:

Texarkana Texas Police Department
Calls for Service from July 1, 2004 to June 30, 2005

District 3

Hour	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Total	Avg./ Hour
0000	57	33	42	35	36	41	48	292	0.80
0100	52	16	21	24	21	19	40	193	0.53
0200	19	14	16	22	18	26	31	146	0.40
0300	27	8	13	12	18	20	21	119	0.33
0400	18	10	18	7	12	20	19	104	0.28
0500	19	11	16	14	10	28	17	115	0.32
0600	18	19	13	16	20	22	13	121	0.33
0700	18	37	38	43	31	31	24	222	0.61
0800	38	38	40	36	36	29	43	260	0.71
0900	20	42	41	51	31	39	41	265	0.73
1000	31	47	33	40	41	41	51	284	0.78
1100	42	42	52	37	41	42	56	312	0.85
1200	50	45	40	53	51	49	72	360	0.99
1300	55	55	47	54	41	50	68	370	1.01
1400	80	53	59	55	46	50	68	411	1.13
1500	50	59	60	77	65	48	69	428	1.17
1600	58	58	78	63	64	73	54	448	1.23
1700	56	76	73	75	77	71	66	494	1.35
1800	62	63	72	69	71	51	71	459	1.26
1900	45	65	60	55	75	65	73	438	1.20
2000	54	83	62	55	60	70	54	438	1.20
2100	56	58	67	50	60	58	77	426	1.17
2200	41	54	54	61	60	73	64	407	1.12
2300	26	40	59	43	41	64	76	349	0.96
Total	992	1,026	1,074	1,047	1,026	1,080	1,216	7,461	20.44
Avg./ Day	19.02	19.68	20.60	20.08	19.68	20.71	23.32	20.44	

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

The following points highlight the information above:

- As shown above, the TTPD responded to 7,461 calls for service within District 3, for an average of 20 calls for service per day.
- As shown in the distribution of total calls for service, the slowest day of the week was Sunday which averaged 19 calls for service, while the busiest day was Friday which averaged 23. Again, the district displayed the same hourly distribution of workload as the other two districts.

The next subsection provides additional workload information collected by the project team.

(2) Other Workload Indicators

The project team also collected information on patrol activities for 2004 and from January 2005 to May 2005. The first table, below shows the number of unit hours, officer hours, and overtime usage by each shift over these two periods:

Unit Days	2004	Jan. to May 2005	Avg./Day 2004	Avg./Day Thru May 05
First Watch	2,489	1,066	6.8	7.1
Second Watch	2,779	1,184	7.6	7.8
Traffic Unit	300	199	0.8	1.3
Third Watch	2,343	1,007	6.4	6.7
Total	7,911	3,456	21.7	22.9

Officer Days	2004	Jan. to May 2005	Avg./Day 2004	Avg./Day Thru May 05
First Watch	3,351	1,501	9.2	9.9
Second Watch	3,902	1,576	10.7	10.4
Traffic Unit	324	199	0.9	1.3
Third Watch	3,172	1,359	8.7	9.0
Total	10,749	4,635	29.4	30.7

Overtime Hours	2004	Jan. to May 2005	Avg./Day 2004	Avg./Day Thru May 05
First Watch	1,887	209	5.2	1.4
Second Watch	641	491	1.8	3.3
Traffic Unit	12	-	0.0	-
Third Watch	988	308	2.7	2.0
Total	3,528	1,008	9.7	6.7

The following points highlight the information above:

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

- During 2004, patrol utilized 7,911 unit days (i.e. number of hours per unit) or approximately twenty-two units per day. From January to May of 2005, USD utilized 3,456 unit days or approximately 23 units per day.
- During 2004, patrol utilized 10,749 officer days (number of officer hours based on an 8 hour shift), for an average of 29 officers per day. From January to May of 2005, the Division used 4,635 officer days, for an average of 31 officers per day.
- During 2004, Uniform Services Division utilized 3,528 hours of overtime or approximately 10 hours of overtime per day. From January to May of 2005, the Division used 1,008 hours of overtime or approximately 7 hours per day.

The next set of tables shows Division statistics for arrests and various types of citations issued by USD. Custody Arrests and non-traffic citations are shown in the first table, below:

Non-Traffic Citations	2004	Jan. to May 2005	Avg./Day 2004	Avg./Day Jan. to May 2005
Theft	175	88	0.5	0.6
Juvenile Curfew	66	23	0.2	0.2
Minor in possession/Alcohol	19	6	0.1	0.0
Minor in possession/Tobacco	17	13	0.0	0.1
All Other Citations	251	110	0.7	0.7
FI Cards	696	350	1.9	2.3
Total	1,224	590	3.4	3.9

Custody Arrests	2004	Jan. to May 2005	Avg./Day 2004	Avg./Day Jan. to May 2005
DWI	98	18	0.3	0.1
Narcotics	65	55	0.2	0.4
Felony	429	236	1.2	1.6
Misdemeanor A&B	998	426	2.7	2.8
Misdemeanor C	1,234	474	3.4	3.1
Total	2,824	1,290	7.7	8.0

The following points summarize the information above:

- The Uniform Services Division issued a total of 1,224 non-traffic citations in 2004, for an average of 3.4 citations issued per day.
- The Uniform Services Division issued a total of 590 non-traffic citations from January to May of 2005, for an average of 3.9 citations issued per day.

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

- The Division made a total of 2,824 custody arrests in 2004, for an average of 7.7 arrests per day.
- The Division made a total of 1,290 custody arrests from January to May of 2005, for an average of 8 arrests per day.

The next set of tables shows traffic citations issued during the same periods:

Traffic Citations	2004	Jan. to May 2005	Avg./Day 2004	Avg./Day Jan. to May 2005
Hazardous	1,347	767	3.7	5.1
Non-Hazardous	3,592	1,311	9.8	8.7
Parking	549	44	1.5	0.3
Hazardous Warning	674	440	1.8	2.9
Non-Hazardous Warning	1,124	451	3.1	3.0
Total	7,286	3,013	20.0	20.0

The following points highlight the information above:

- The Uniform Services Division issued 7,286 traffic citations during 2004 for an average of 20 citations per day.
- The Division issued 3,013 traffic citations from January to May of 2005 for an average of 20 citations per day.

The project team also collected information on the number of traffic citations issued by patrol and the traffic unit. The tables, below, show the breakdown for each:

Patrol Traffic Citations	2004	Jan. to May 2005	Avg./Day 2004	Avg./Day Jan. to May 2005
Hazardous	817	412	2.2	2.7
Non-Hazardous	2,845	935	7.8	6.2
Parking	543	42	1.5	0.3
Warnings	1,629	813	4.5	5.4
Total	5,834	2,202	16	15

Traffic Unit Citations	2004	Jan. to May 2005	Avg./Day 2004	Avg./Day Jan. to May 2005
Hazardous	530	355	1.5	2.4
Non-Hazardous	747	376	2.0	2.5
Parking	6	2	0.0	0.0
Warnings	169	78	0.5	0.5
Total	1,452	811	4	5

The following points highlight the information above:

- During 2004, patrol issued 5,834 traffic citations or approximately 16 citations per day. From January to May of 2005, patrol issued 813 traffic citations or approximately 5 citations per day.
- During 2004, the traffic unit issued 1,452 citations during 2004 for an average of 4 citations and warnings per day. From January to May of 2005, the traffic unit issued 811 citations and warnings, for an average of 5 per day.

The final table, below, shows statistics on traffic collisions during 2003 and 2004:

Collision Type	2003	2004	% Change
Fatality Collisions	5	6	20%
Injury Collisions	397	446	12%
Non-injury Accidents	1,215	903	-26%

The following points highlight the information above:

- During 2004, the Department responded to 6 fatality collisions, an increase of 1 or 20% from 2003.
- During 2004, the Department responded to 446 injury collisions, an increase of 49, or 12% from 2003.
- During 2004, the TTPD responded to 903 non-injury accidents, a decrease of 312, or 26%.

The next section provides the project team's assessment of availability and utilization of proactive time within patrol.

2. ANALYSIS OF PROACTIVE TIME

The project team evaluated the availability of proactive time within patrol services. This assessment considers call for service workload, the number of back-up units needed to handle calls safely, time to process arrestees, write reports and other miscellaneous tasks. Based on the number of officers deployed throughout the day, the project team calculated the percentage of time available for proactive tasks such as traffic stops, house checks, business checks, field interviews, and other on-view, officer initiated activities.

The concept of proactivity is a critical one in law enforcement – if field personnel are committed a large proportion of the time, they have little capability to impact the root causes of crime, to anticipate crime when analysis shows there to be some predictability, or to work with citizens. Moreover, field personnel with little uncommitted time find it difficult to produce response times at community expected levels. Police Departments that have developed a community policing program based on effective use of proactive time typically target levels of 40% – 50% proactive time. These Departments, and research supporting these targets, have found that proactive time below 40% does not provide time in sufficient blocks to be useable; above the 50% level is typically not affordable and cannot be effectively utilized. The table, below, provides a brief discussion of the two proactive time targets utilized in our patrol staffing model:

40% Proactive Time	50% Proactive Time
- Below this level, proactive time begins to come in blocks that are too small to be useful for “community policing”. - At this level, police should be able to engage in a wide range of preventive activities, including: directed patrol, responding to non-criminal quality of life complaints, engaging in traffic enforcement and other activities. - Ability to engage in community meetings and other efforts is more constrained at these levels of uncommitted time.	- Above this level, proactive time comes in blocks that are difficult to utilize in routine shift circumstances. - At this level, Police Officers should be able to engage in the full range of activities described under the 40% target. - In addition, the Department should be able to free Officers from shift work to attend community meetings, etc. with little impact on reactive capabilities.

The project team views 40% to be a minimum average proactive time target for an agency involved in a community policing program; 50% is targeted by agencies that have developed a comprehensive program of officer / community involvement and in communities with very high service level expectations. Several key factors should be kept in mind when reviewing the analysis of proactive time:

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

- Patrol availability was calculated using the net availability and other information provided in the preceding sections.
- Actual deployment of patrol personnel in the field is taken from records maintained by the Police Department.
- Call for service workloads, distributed on a time of day and hourly bases, using the data provided by the communications center.

The next table describes the inputs and calculations used to analyze proactivity:

Input / Calculation	Description
Reactive and Committed Time	• This is the time related to the handling of calls for service, providing back-up, writing reports and processing arrested persons – the number of calls for service times the number of hours in the shift. • When expressed as a percentage, it is shown as the Reactive Time divided by the Net Duty Time Available.
Call for Service Workload	• The average number of calls for service (citizen generated only) that are handled within a given period of time. • Expressed in a per-hour basis in the spreadsheet.
Staff Available	• Determined using shift logs, payroll records, etc. • Shows the average number of Officers (does not count supervisors) available to handle call for service workload.
Shift Length	• The duration of the average shift worked in patrol. • Need to be careful to link workload to the appropriate period of time if non-shift length analyses are conducted.
Gross Duty Time Available	• Determined by multiplying the number of staff available times the length of the shift (or whatever time period is being used).
Administrative Time Lost	• Includes: meals, shift briefing, vehicle / equipment preparation time, training, court, meetings (Department business only), etc.
Net Duty Time Available	• Takes into account the gross time less the time lost on shift.

Utilizing these factors the level of patrol proactivity is shown on the next page:

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Shift	0630 - 1030	1030- 1430	1430- 1830	1830- 2230	2230 - 0230	0230- 0630	Average
Number of Officers / Shift Actually Deployed	9.90	9.90	10.40	10.40	9.00	9.00	9.92
Shift Length	4.00	4.00	4.00	4.00	4.00	4.00	8.00
Officer Hours / Shift / Day (Gross)	39.60	39.60	41.60	41.60	36.00	36.00	39.68
Meals / Breaks / Admin. Shift (90 min / Officer)	7.43	7.43	7.80	7.80	6.75	6.75	7.44
Officer Hours / Shift / Day (Net)	32.18	32.18	33.80	33.80	29.25	29.25	32.24
Net Officer Minutes / Shift	1,930.50	1,930.50	2,028.00	2,028.00	1,755.00	1,755.00	1,934.40
Calls for Service / Hour	2.13	3.28	4.11	3.83	2.73	1.13	3.21
Calls for Service / Shift	8.52	13.10	16.43	15.30	10.94	4.50	12.86
Committed Time / Call for Service (Hours)	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Primary Unit Call Time (Hours)	4.26	6.55	8.21	7.65	5.47	2.25	6.43
Primary Unit Call Time (Minutes)	255.62	393.04	492.82	459.04	328.19	135.04	385.74
Back Up Time / Shift	115.03	176.87	221.77	206.57	147.69	60.77	173.58
Reports / Shift	2.50	3.85	4.83	4.49	3.21	1.32	3.78
Time / Report (Estimate): 45 Minutes	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Report Writing Time (Minutes)	1.88	2.89	3.62	3.37	2.41	0.99	2.83
Arrests / Shift	0.95	1.45	1.82	1.70	1.21	0.50	1.43
Arrest Time Captured in Committed Time	56.72	87.22	109.36	101.87	72.83	29.97	85.60
Total Committed Time	429.25	660.02	827.57	770.85	551.12	226.77	647.76
Total Un-Committed Time	1,501.25	1,270.48	1,200.43	1,257.15	1,203.88	1,528.23	1,286.64
Committed Time %	22.23%	34.19%	40.81%	38.01%	31.40%	12.92%	33%
Uncommitted Time (Proactive Time) %	77.77%	65.81%	59.19%	61.99%	68.60%	87.08%	67%

The following points highlight the information above:

- As shown above, the percentage of total time available for proactive activities averages approximately 67% across all shifts. This means that approximately 67% of an officer's time is available to proactively enforce the law. **Please note that this number includes time available for new recruits. At the time of development of the descriptive profile, there were twelve (12) recruits in the field training program.**
- Excluding the late shift from 2300 to 0700 time block, during which high levels of proactive time are inevitable, the average is still approximately 66%.
- The resulting proactive time exceeds the 50% target for proactive time in each time range evaluated by the project team. Average proactive time available ranges from a low of 59% from 1430 to 1830 to a high of 87% from 0230 to 0630. This represents a high level of proactive time compared to similar communities throughout the country.

In sum, there is currently a significant amount of time available to perform proactive activities. The next section presents the project team's evaluation of patrol staffing needs.

3. ANALYSIS OF PATROL STAFFING REQUIREMENTS SHOWS THAT THE DIVISION IS MORE THAN ADEQUATELY STAFFED TO PROVIDE A HIGH LEVEL OF SERVICE.

The Matrix Consulting Group has developed a model, presented below, which calculates the number of personnel required to provide a targeted level of proactive time given a set of known inputs. The specific inputs to the patrol staffing model include:

- The number of calls for service to be handled and the time that it takes the primary unit to handle those calls.
- The time it takes back-up units to participate in the calls for service. This analysis includes the actual level of backup.
- The time associated with processing arrests handled by patrol units.
- The time associated with the development of written reports and other documentation required of patrol officers.

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

- In addition to these workload related inputs, the Matrix Consulting Group also includes a number of factors associated with the personnel who have to staff these operations. These factors include:
 - The net availability of personnel assigned to Patrol (this was described in some detail in a preceding section of this report).
 - The impacts of meals, court and other administrative duties.
 - The impact of turnover, recruitment, training, FTO and other such issues.

The table, below, summarizes this analysis at the 50% level of proactivity:

Patrol Staffing Calculation

	Workload Factor
1. COMMUNITY GENERATED WORKLOADS	
Calls for service	25,578.00
Handling Time (Actual of 30 minutes)	12,789.00
Back Up Rate (Actual of 1.6 Units per call)	0.6
Total Time for Back Up Unit CFS Handling (@ 75% of initial responding unit)	5,755.05
Number of Reports Written	7,375.00
Total Time for Report Writing (Estimate: of 45 Minutes per Report)	5,531.25
Number of Bookings	2,786.00
Total Time for Bookings (Estimated @ 1 hour)	2,786.00
TOTAL TIME TO HANDLE COMMUNITY GENERATED WORKLOADS	26,861.30
2. TIME FOR PREVENTIVE PATROL AND OFFICER INITIATED ACTIVITY	
50% of Proactive Time	26,861.30
45% of Proactive Time	21,977.43
40% of Proactive Time	17,907.53
3. TOTAL TIME REQUIRED FOR REACTIVE AND PROACTIVE ACTIVITIES	
50% of Proactive Time	53,722.60
45% of Proactive Time	48,838.73
40% of Proactive Time	44,768.83

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

4. PER OFFICER AVAILABILITY

Gross Hours Scheduled	2,080.00
Training (Annual Average)	71.00
Leaves (Includes Worker's Comp)	270.40
Net hours lost on shift (meals / breaks / meetings / court)	339.00
Net hours worked each year	<u>1,399.60</u>

5. OFFICERS REQUIRED TO HANDLE WORKLOADS

50% of Proactive Time	38.38
45% of Proactive Time	34.89
40% of Proactive Time	<u>31.99</u>

6. OFFICERS REQUIRED GIVEN TURNOVER (Estimated @ 7%)

50% of Proactive Time	41.07
45% of Proactive Time	37.34
40% of Proactive Time	34.23

The following points highlight the information above:

- As shown above, based on workload, the patrol division needs approximately 41 officer positions. This allows for approximately 50% proactive time. At 45% proactive time, 37 officer positions are needed. At 40% proactive time, 34 officers are needed. The project team believes that the 50% target should be utilized to provide a high level of service to the City.
- Please note that the turnover rate utilized above was based on actual turnover over the past ten years. This information is provided in a detailed table in the section on recruitment in the Investigations and Support Services chapter.
- The Department currently has 46 officer positions authorized for patrol.

The project team next determined the cost savings associated with reducing the number of authorized positions. The tables below show the current salary range for officers with benefits.

Position	Tenure	Annual	Hourly
Police Officer	New Hire	30,712	14.76
	1 Year	33,543	16.12
	2 Years	34,486	24.86
	3 Years	36,374	17.48
	5 Years	38,260	18.39

**Costs of Benefits as a Percentage of Salary
By Classification**

Element	Officer
Longevity	1%
Shift Differential	1%
Incentive	2%
Clothing	0%
Auto	0%
Worker's Comp	3%
Retirement	17%
FICA	1%
Health	11%
Dental	1%
Life	0%
Total	36%

The project team next estimated the total cost of a mid-level police officer using the information above:

Element	Cost
Police Officer – 2 Years	\$ 34,486
Benefits (@36%)	12,415
Total Officer Cost	\$ 46,901
Officer Reductions	(5)
Total Savings	(\$234,505)

As shown above, the total cost savings associated with reducing the number of Officer positions is \$234,505 annually.

Recommendation: Based on workload, the patrol division has greater staff resources than is required to provide an exceptionally high level of service. Patrol staffing could be reduced by approximately five police officer positions and continue this approach to providing services. Reducing the number of positions would generate annual cost savings of \$234,505.

4. PROJECTED WORKLOAD AND STAFFING NEEDS

The project team also evaluated the future workload of the Department based on demographic changes within the City of Texarkana and the Metropolitan area. Data were gathered from the City's Planning Department regarding anticipated population

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

growth over the next fifteen years with the City and region. The table below shows these projections:

	1990	2000	2010	2020	Growth rate per Decade		
					1990-2000	2000-2010	2010-2020
Texarkana, TX	31,836	33,746	35,771	37,917	6.0%	6.0%	6.0%
Texarkana MSA	120,323	126,086	133,537	140,989	4.8%	5.9%	5.6%
Bowie County, TX	81,842	85,863	91,504	97,146	4.9%	6.6%	6.2%
Miller County, AR	38,481	40,223	42,033	43,843	4.5%	4.5%	4.3%
Arkansas	2,354,343	2,568,140	2,757,520	2,946,900	9.1%	7.4%	6.9%
Texas	17,044,714	19,595,890	22,794,520	25,993,150	15.0%	16.3%	14.0%

Source: REIS, US Census, BWR Corp.

The following points highlight the information above:

- The City of Texarkana, Texas is projected to grow by 6% from 2000 to 2010, and by 6% from 2010 to 2020. This rate is slightly faster than the Texarkana Metropolitan Area and Miller County, Arkansas, however slower than Bowie County, and the overall rates for the State of Texas and Arkansas.
- The projected annual growth rate for the City of Texarkana, Texas over the next five and fifteen years is approximately 0.6%.

The project team next estimated the call for service increase based projected increase in population. Typically, police departments can expect to receive approximately 0.5 calls for service per person. However, based on the current number of calls for service (25,578) and the current estimated population (approximately 35,000) in Texarkana (TX), this represents approximately 0.7 calls for service per person. Using this information the project team estimated the potential increase in calls for service over the next five and fifteen years:

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Estimated 2005 to 2010 Population Change	1,034.95
Calls per resident (current)	0.70
Estimated increase in calls for service	724.46

Estimated 2005 to 2020 Population Change	3,180.95
Calls per resident (current)	0.70
Estimated increase in calls for service	2,226.66

The following points highlight the information above:

- As shown above, calls for service are estimated to increase by 724 or 3% over the next five years, and by 2,226 or 9% over the next fifteen years.
- Utilizing the patrol staffing formula discussed in the previous section, the Department can expect to need two (2) additional officers within the next five years, and four (4) additional officers within the next fifteen years.
- These estimates are of course based on the population estimates above. Should these figures not prove to be accurate, the staffing formula could be modified to determine the adequate number of police officers.

Overall, the Department can expect slow to modest growth in workload over the next fifteen years.

5. THE MANAGEMENT OF PROACTIVE TIME IN PATROL CAN BE IMPROVED.

The strategic use of proactive time is critical to a law enforcement agency's ability to impact criminal behavior and public safety problems. A substantial amount of research has been conducted on the various methods of impacting crime in communities throughout the United States. Although strategies and theories differ somewhat across researchers, a common finding is that policing cannot be randomly conducted. These findings include the identification of problems within the community, resources available to combat those problems, and the development of a course of action or strategy to solve those problems.

As a result, the project team evaluated the current methods for managing “proactive” time within the Patrol Division. Based on interviews with line supervisors and officers, the following points can be made regarding the TTPD’s current practice of managing proactive time:

- Supervisor expectations regarding the use of proactive time are informal.
- The Department does not perform analysis of major problems within the community nor develop specific strategies to address those problems.
- The Department does not typically utilize directed patrols to target specific criminal behaviors within the community.
- Accountability mechanisms are generally limited to reviewing monthly summaries of citations issued, report writing, field interviews, use of sick time, etc. Officers are not formally held accountable for problems within their assigned zones.
- It is not clear to officers how the problem oriented policing strategy guides day to day proactive activities. There have been few training opportunities to learn about problem oriented policing.
- Directed patrols are infrequently used and specific community problems are not targeted. Again, this issue relates back to the lack of understanding and training on the problem oriented policing strategy adopted by the Department.

In sum, the project team believes that mechanisms for management of proactive time are fairly limited. Expectations and performance measures should be formalized to ensure that officers understand expectations and utilize proactive time effectively, particularly given the significant amount of proactive time currently available in patrol. While there are a number of theories that address how to effectively police communities, there are some basic ideas embodied in the SARA model and problem oriented policing strategies that are generally good management practices (for additional information on policing models and strategies see the Center for Problem-Oriented Policing, www.popcenter.org). The elements include:

- Recognizing that a problem is the basic unit of police work rather than a crime, a case, a call for service, or incident.
- Recognizing that problems mean dealing with the conditions that create problems.
- Recognizing that police officers must routinely and systematically analyze problems before trying to solve them. Individual officers and the department as a whole must develop routines and systems for analyzing problems.
- The way a problem is currently being handled must be evaluated to determine if there are more effective means of addressing the issue.
- Police officers must be given some freedom to make, or participate in, important decisions about how to address problems. At the same time, officers must be accountable for their decision-making.
- The effectiveness of the new responses must be evaluated to determine effectiveness.

In sum, the Department should develop a strategy for impacting criminal issues within the community. The development of this strategy will require that research and analysis of problems in the community (e.g. burglaries, vandalism, drugs, gangs, etc.) be performed to identify the most appropriate responses. In addition, police officers should be held accountable for the identification and resolution (or at a minimum, developing a basic plan for resolution) of problems. This would require the following:

- Re-institute the utilization of formal evaluations to assess officer performance.
- Create an incentive for officers to meet or exceed expectation. Typically this is done by tying raises to performance evaluations.
- Requiring officers to formally identify problems within their beats or zones as part of these formal evaluations.
- Requiring that officers develop a plan for addressing these problems.
- Evaluating the effectiveness of strategies to address problems.

In addition to the above, the Department should incorporate analysis of criminal patterns and trends into directed patrols, advisories, and deployment decisions. The Department has a Crime Analyst who can be more effectively utilized in identifying crime trends and strategies for addressing these problems.

Recommendation: The Department should implement a problem oriented policing strategy to address crime. This strategy should require officers to identify community problems and develop plans to address those problems. The Crime Analyst should be more effectively utilized to develop these strategies.

5. TRAFFIC ENFORCEMENT PRODUCTIVITY IS BELOW TYPICALLY TARGETED LEVELS. THIS SHOULD BE ENHANCED WITH THE ADDITION OF PERSONNEL TO THE TRAFFIC ENFORCEMENT UNIT.

The TTPD assigns two officers to traffic enforcement during two shifts which cover the hours of 6:30 a.m. to 2:30 p.m. and noon to 8:00 p.m. The traffic unit has five (5) authorized positions with three (3) vacancies. The patrol division assigns these officers to high accident areas of the City and at major intersections. This section evaluates productivity and workload of the traffic unit.

Research conducted by the National Traffic Safety Institute and confirmed by additional research completed by traffic safety research organizations at Northwestern University and the University of California at Berkeley has indicated that there is a relationship between levels of and changes in citation volume and motor vehicle accident frequency. Based on this research, a measure of traffic enforcement effectiveness has been developed. This measure, termed the “Traffic Enforcement Index”, compares moving citations, warnings and DWI arrests with injury accident frequency and DWI arrests. The ratio is calculated as follow:

$$\text{Traffic Enforcement Index} = \frac{\text{Number Of Moving Citations Issued}}{\text{Number Of Injury Accidents}}$$

The research has also indicated that the optimum effective range for the traffic enforcement index is 35 to 40 (i.e., ratio of 35 moving citations, DWI arrests, and warnings issued for each injury accident which occurs in the community). The Enforcement Index is based on research that indicates that as traffic citations and warnings increase, injury accidents decrease and the 35 to 40 ratio is the range in which enforcement activities have maximum impact. The table, which follows, shows the traffic enforcement index in Texarkana during 2004, using the same information displayed in the previous two tables:

Traffic Enforcement Index
Ratio of Traffic Citations and Warnings to Injury Accidents
2004

Measure	Number
Hazardous & Non-Hazardous Citations Issued	4,939
Traffic Warnings (Hazardous & Non-hazardous) Issued	1,798
DWI Arrests	98
Number of Injury Accidents	452
Traffic Enforcement Index	15.1

As shown in the above table, the Traffic Enforcement Index for Texarkana is 15, significantly lower than the 35:40 effective range viewed as an optimum performance objective by traffic safety research organizations. Next, the project team evaluated the productivity of the traffic unit. The table below shows traffic enforcement activity for the traffic unit during 2004 and first five months of 2005:

Traffic Unit Citations	2004	Jan. to May 2005
Hazardous	530	355
Non-Hazardous	747	376
Parking	6	2
Warnings	169	78
Total	1,452	811

As shown above, the traffic unit issued 1,452 citations and warnings during 2004 and 811 citations and warnings during the first five months of 2005. The project team

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

next evaluated traffic officer productivity based on the average number of officer sdeployed each day over these same periods. Recall the officer deployment table from the previous section:

Officer Days	2004	Jan. to May 2005
First Watch	3,351	1,501
Second Watch	3,902	1,576
Traffic Unit	324	199
Third Watch	3,172	1,359
Total	10,749	4,635

As shown above, the traffic unit averaged 0.9 officers per day during 2004 and 1.3 officers during 2005. Based on the preceding tables, the project team calculated the average number of citizen contacts made by the traffic unit during 2004 and for the first five months of 2005:

Element	Number
Total Traffic Officer Days – 2004	324
Hours per day	8
Total Hours	2,592
Total Citations/Warnings/Contacts	1,452
Average Contacts Per Hour – 2004	0.56
Total Traffic Officer Days – 2005	199
Hours per day	8
Total Hours	1,592
Total Citations/Warnings/Contacts	811
Average Contacts Per Hour – 2005	0.5

The following points summarize the information above:

- Based on traffic officer activities and availability, traffic officers averaged approximately 0.6 citizen contacts per hour during 2004. This is well below the one contact per hour benchmark found in best management practices.
- Based on traffic officer activities and availability, traffic officers averaged approximately .5 citizen contacts per hour during the first five months of 2005. Again, this is below the one contact per hour benchmark.

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

In addition to the above, the project team also looked at the deployment of the traffic officers compared to the number of traffic accidents by the hour of day. This information is shown in the table, below:

Accident Frequency by Hour and Day
July 2004 to June 2005

Hour	Sun	Mon	Tues	Wed	Thur	Fri	Sat	Total	Avg./ Hour
0000	5	0	2	1	3	2	7	20	0.05
0100	3	0	2	1	2	3	6	17	0.05
0200	3	1	2	1	2	3	2	14	0.04
0300	3	0	0	0	3	1	0	7	0.02
0400	5	0	2	0	0	2	1	10	0.03
0500	2	0	0	4	2	4	1	13	0.04
0600	2	5	3	2	5	5	0	22	0.06
0700	1	26	16	17	9	15	3	87	0.24
0800	10	16	18	20	19	18	5	106	0.29
0900	5	13	12	29	14	18	8	99	0.27
1000	6	17	23	20	18	16	17	117	0.32
1100	11	28	25	33	25	34	22	178	0.49
1200	15	51	30	24	35	35	31	221	0.61
1300	14	34	30	28	27	38	30	201	0.55
1400	27	34	33	38	45	31	24	232	0.64
1500	11	28	27	39	31	31	26	193	0.53
1600	9	46	27	33	36	59	18	228	0.62
1700	9	37	35	47	33	43	20	224	0.61
1800	13	15	22	22	28	22	21	143	0.39
1900	18	20	16	9	17	17	22	119	0.33
2000	9	13	9	15	9	15	10	80	0.22
2100	5	6	6	16	6	11	13	63	0.17
2200	8	4	5	7	5	11	8	48	0.13
2300	1	4	5	5	4	14	15	48	0.13
Total	195	398	350	411	378	448	310	2,490	6.82
Avg./ Day	3.74	7.63	6.71	7.88	7.25	8.59	5.95		

The following points highlight the information above:

- As shown above, the Department responded to 2,490 accident calls during the period July 2004 to June 2005, for an average of approximately 7 calls per day.
- The busiest time of day, in terms of accident frequency, was during the hours of 1200 to 1700 when calls for service averaged between .53 and .64 accidents per hour. In addition, there was an increase in accident activity during the hour of 0700 to 0800, and a slow decline after the hour of 1900 to 2000.

- The busiest days of the week are during the workweek, from Monday through Friday, where the number of accidents averaged between 6.7 and 8.6 per day.
- As previously mentioned, traffic officers are deployed Monday through Friday during the hours of 0630 to 2000. As a result, deployment is consistent with accident frequency.

In summary, traffic enforcement activities within the Uniform Services Division can be improved and increased productivity from traffic officers should be emphasized. Currently, traffic officers are averaging less than one citizen contact per hour. In addition, the Department should continue to make efforts to fill the three vacancies within the traffic unit to increase traffic enforcement levels.

Recommendation: The Department should focus on increasing the level of traffic enforcement in the City. Traffic and patrol officer productivity and general traffic enforcement levels are below established benchmarks. Once addressed, efforts should be made to fill the current three vacancies in the traffic unit.

6. SUPERVISION OF PATROL IS STAFFED APPROPRIATELY FOR CURRENT STAFFING AND DEPLOYMENT.

The project team also evaluated supervisory staffing in patrol. The following points can be made concerning the current assignment and organization of supervisors within patrol:

- The TTPD currently assigns three supervisors, one (1) Lieutenant and three (3) Sergeants, to each shift. The table below shows the current schedule for supervisors:

Supervisor	Sun	Mon	Tues	Wed	Thur	Fri	Sat
Lt.	off	on	on	On	on	on	Off
Sgt.	on	on	on	On	on	off	Off
Sgt.	off	off	on	On	on	on	On
Sgt.	on	on	off	Off	on	on	On
Total	2	3	3	3	4	3	2

As shown above, typically, there are three (3) supervisors on duty to supervise personnel. On Thursday, all supervisors are on duty and on the weekends two (2) supervisors are on duty. Please note that due to vacancies, only the second watches operates this way.

- Based on recommended staffing, these supervisors would be responsible for approximately fourteen officers per shift. In addition, supervisors are responsible for the traffic officers (5 authorized) and K-9 officers (2 authorized). As a result, the average ratio of supervisors to officers is one (1) to five (5) on each shift. This is a reasonable span of control for line supervision, particularly given scheduling days off and the additional personnel within specialized units.
- The Department has assigned each Sergeant to one of three districts across each shift. The Lieutenant assigned to the shift is responsible for the entire City. This practice is used as a mechanism to hold specific supervisors responsible for problems within their assigned districts. In theory, these supervisors are also responsible for personnel assigned to a specific district. However, as a practical matter, supervisors generally share oversight responsibilities for patrol personnel.
- Many supervisors have ancillary responsibilities, including: coordination of the field officer training program; management of radios, weapons, and other equipment, management of the traffic unit; supervision of the K-9 unit; and other miscellaneous duties.
- Supervisors are responsible for payroll, scheduling, resolution of personnel issues, reviewing officer reports, and management of day to day operations.

Overall, supervisory staffing within the patrol division is adequate. However, there are some issues associated with the Department's current approach to community policing which will be addressed in the following section.

Recommendation: Make no changes to supervisor staffing in patrol.

7. THE DEPARTMENT'S APPROACH TO COMMUNITY POLICING CAN BE ENHANCED BY ADDITIONAL TRAINING AND BY HOLDING ALL PERSONNEL IN THE DIVISION ACCOUNTABLE FOR SERVICE DELIVERY.

The Department has pursued different approaches to combat crime and community problems. Initially, the Department adopted a "community oriented policing" philosophy to direct proactive activities aimed at reducing crime. This philosophy essentially calls for getting the community involved in crime prevention programs. During late 2004, the Department began a problem oriented policing strategy. This

strategy is essentially based on the idea that the Department must identify salient community issues and then develop strategies for solving those problems.

In addition, the Department has taken the following steps to institute a problem oriented policing strategy, as briefly mentioned in previous sections:

- Patrol beats are divided into three districts. The three Sergeants assigned to each shift are responsible for identifying and developing solutions to problems within those districts. Lieutenants are responsible for the entire City.
- Patrol officers are assigned semi-permanent beats. This is meant to increase knowledge of problems and people within these beats, and ensure accountability for problems with these areas.
- Problem Oriented Policing meetings are held every Thursday and are attended by the Patrol Captain, Lieutenants, and Sergeants (every other Thursday). These meetings provide a forum to discuss critical issues, plans for resolution of community problems, and evaluations of current plans and strategies.

The project team makes the following observations/findings regarding the Department's approach to community policing:

- It is not clear to line supervisors and officers what the Department's community oriented policing philosophy or problem oriented policing strategy means, besides the formal organization of responsibility.
- Personnel have received little training on how to implement these concepts into everyday duties.
- Assignment of Sergeants to districts has limited practical value as they share responsibility for management of personnel and resolution of problems City-wide.
- As previously mentioned, patrol officers are not charged with developing solutions or plans for resolving problems within their assigned beats.

Overall, the Department has not provided a clear explanation of how problem oriented policing should affect daily operations within the Uniform Services Division.

Recommendation: The Department should expand training for problem oriented policing strategies to include all personnel. In addition, patrol officers should be made responsible for identifying and developing solutions to community problems, as identified in previous sections.

4. INVESTIGATIONS AND SUPPORT SERVICES

This chapter provides the project team's analysis of a variety of functions within the TTPD, including: criminal investigations, property and evidence, training, recruitment, animal control, and fleet services. The first section, that follows, discusses criminal investigations.

1. ASSESSMENT OF STAFFING OF INVESTIGATIONS SHOWS THAT ADDITIONAL PERSONNEL ARE REQUIRED.

It is more difficult to evaluate the staffing levels required by criminal investigations because, unlike field services, subjective and qualitative determinants of workload and work practices are more important. Factors making comparative analysis difficult include:

- Approaches used to screen, assign, and monitor cases are different among law enforcement agencies.
- What cases are actually investigated varies by agency. The extent to which agencies assign misdemeanor level property crime cases to investigators varies widely. Also, the extent to which patrol performs preliminary investigation varies widely and impacts detective caseloads.
- Work practices vary tremendously among agencies, relating to interviewing techniques, mix of telephone and in-person interviews, use of computer technologies, the time devoted to clerical tasks and other issues.
- The nature of the caseload is also a critical factor to consider when examining quantitative factors relating to investigative activity. Each case is different in terms of leads, suspect description, and other available information. The way information in a single case combines with information on other cases also impacts investigative actions.
- Finally, the nature of the community itself is a factor in evaluating investigative workloads and staffing needs. Citizen expectations translate into service levels impacting investigators in terms of what is investigated and how investigations are conducted.

Collectively, these factors portray a different type of workload compared to that

which depicts patrol workloads. In patrol, workloads can be characterized broadly by the following factors:

- High volume / fast turnaround work.
- Work oriented not toward solution of a complex case, but oriented toward documenting available evidence at a crime scene and initiating contacts with victims and witnesses.
- Deployment practices designed to result in a rapid response of personnel.

Therefore, unlike patrol, investigative workload cannot be converted into quantitative methodologies to arrive at required staffing levels. Investigative staffing requirements need to be examined from a variety of perspectives in order to obtain an overall portrait of staffing issues, case handling issues and philosophies having an impact on staffing needs. The perspectives we employed in our study of investigative staffing include the following:

- The project team reviewed case management practices through interviews with staff and obtained case / workload data as it applied to Unit activities. This information was developed primarily through desk audits and reports generated from the Department's case management system.
- The project team compared Texarkana investigator staffing and workload with investigators in other law enforcement agencies.
- The project team examined other measures of workload as well as effectiveness of investigative services.

First, as reflected above, analysis of investigative workload and staffing requirements employs a series of broad indicators to determine the extent to which core investigative staffing and general workload in the Department compares to ranges observed in other departments to determine if the Texarkana Texas Police Department is significantly "out-of-range" as measured by those indicators and then compared to investigative case management and Unit service delivery effectiveness. The

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

comparative measures employed are displayed in the following table:

Measures	Comparative Industry Patterns
Open/Assigned cases assigned to “property” crimes investigators	15 to 20 open/assigned cases per month based on the same survey and ongoing analysis.
Open/Assigned cases assigned to “person” crimes investigators.	8 to 12 open/assigned cases per month based on the same survey and ongoing analysis.

The initial step in documenting workload within the Investigations Division was to collect information on the number of cases assigned over the course of a year. The first table, below, shows the total number of assigned cases during 2003 and 2004:

Element	2003	2004	Change
Total Cases Assigned	3,016	3,259	8%
Total Cases Cleared	1,317	1,388	5%
Total Arrests	457	454	-1%
Total Adult Cases sent to District Attorney	388	405	4%

The following points highlight the information above:

- During 2004, Investigative Services handled 3,249 cases. This represents an increase of 8% from 2003.
- Based on the number of detectives who primarily investigate cases, ten (10), average annual workload per detective during 2004 was 326 cases or 27 cases per month.
- During 2004, 1,388 cases were cleared, representing a clearance rate of 43%. This represents a slight decline from 2003 when the clearance rate was 44%.
- Total arrests from 2003 to 2004 remained relatively flat, decreasing by less than 1%.

The project team also performed desk audits of all of the Detectives within ISD to understand actual workload and case management processes. The project team’s approach in understanding actual workload was to identify those cases that were actively being worked by Detectives. “Active” cases are defined as those cases that have leads or potential prospects for investigation and which have been worked within the past thirty days. This approach allows the project team to differentiate between

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

cases that have not been closed or suspended due to a lack of leads, and thus remain open, from cases that require additional investigation. Active caseloads per investigator are a more accurate measure of workload. The table, below, shows the results of the audit performed during the week of July 25th.

Detective	Open	Info Cases Past 2 Months	Active	Percent of Open That Are Active	Type of Workload
1	12	37	9	75%	Persons
2	42	38	23	55%	Persons
3	27	12*	26	96%	Persons
4	22	26	19	86%	Property
5	47	58	33	70%	Property
6	52	106	43	83%	Property
7	44	4	41	93%	Property
Total	246	269	194	79%	NA

* The project team was able to gather info case numbers for only one month for this detective.

The following points summarize the information above:

- As of the week of July 25, 2005, ISD Detectives had a total of 246 open cases. Of this amount, 79% or 194 were active, meaning that they had been worked within the past 30 days.
- The number of open cases varied from a low of 12 for a person detective to a high of 52 for a property detective. The average active caseload for person detectives was 19, while the average caseload for property detectives was 34. Caseloads are well in excess of best management practices which target 8-12 active cases for person detectives and 15-20 for property detectives.
- Due to the high number of “active” cases, many “open” cases are not being closed or suspended for lack of prospects.

Based on the targeted ranges for active caseloads, the project team determined the number of investigators needed within each unit:

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Workload Type	Current Average Workload	Current Detective Staffing*	Estimated Active Cases	Target (Low)	Target (High)
Property	34	4	136	15	20
Persons	19	4	77	8	12

Workload Type	Detectives Required (Low)	Detectives Required (High)	Variance (Low)	Variance (High)	Target Variance
Property	9	7	(5)	(3)	(3)
Persons	10	6	(6)	(2)	(2)

* Please note that the Intelligence Detective is not included since he does not always handle a full workload.

The following points can be made regarding the table above:

- In order to reduce average persons detective workloads, two (2) additional detectives are needed. This would reduce the average number of active cases per investigator to approximately 11.5. It is also important to note that the intelligence detective was not included in the staffing calculation since he does not always carry a full workload. However, this detective does assist when workloads are high (as they have been).
- In order to reduce average property detective workload, three (3) additional detectives are needed. This would reduce the average number of active cases per investigator to approximately 19.
- Please note that there are two (2) vacancies within ISD.

In summary, based on workload, the Investigative Services Division is understaffed by five (5) detectives. Please note that detectives are paid at the same classification as officers. For purposes of this calculation it was assumed that detectives would have at least five years experience as an officer and therefore be at top pay. The estimated cost of these positions is shown in the table below:

Element	Number
Top Step Officer Salary	\$38,260
Benefits (@ 36%)	13,773.60
Total Officer Cost	52,034
Additional Officers	5
Vacancies	(2)
Total New Officers Needed	3

Cost	\$156,102
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As shown above, the addition of three (3) detective positions will cost approximately \$156,000 per year.

Recommendation: Increase the number of authorized detective positions by three (3) to accommodate workload levels.

2. ASSESSMENT OF SUPERVISION AND CASE MANAGEMENT SHOWS THAT THERE ARE A NUMBER OF OPPORTUNITIES FOR IMPROVEMENT.

The project team also evaluated case management practices utilized by the Investigative Services Division. The following points summarize the project team's observations and findings regarding case management and supervision within ISD:

- ISD supervisors utilize an informal case management system. Cases are initially screened and assigned by supervisors based on workload and solvability. However, cases are not regularly reviewed by supervisors and decisions are not based on case progress criteria.
- The Division has only recently instituted a policy of reviewing cases 30 days after assignment. However, as shown in the previous section, there are many instances of cases that remain "open" despite potential prospects.
- An automated case management system is not utilized to support unit supervisors in making decisions and monitoring caseloads.
- Some follow-up investigation is being performed by patrol officers (Class C misdemeanors). Field staff are used to assist with follow-up investigation of Class A and B misdemeanors. The result of this has been an increase in workload for detectives.
- There is no system in place to track leads, modus operandi, and other crime characteristics. The crime analyst is also not being used to evaluate crime trends/patterns.
- Supervision of fifteen (15) investigators is generally handled by the Detective Sergeant who reports to the Detective Lieutenant. The Detective Lieutenant reports to the ISD Captain. Given the span of control, responsibilities should be reallocated between the Detective Sergeant and Detective Lieutenant. This will be even more important as the bureau adds detectives (three recommended in the previous section). A convenient method would be for the Detective Lieutenant to supervise person detectives and have the Detective Sergeant supervise property detectives. The remaining personnel could be split.

In sum, the ISD should institute a formal system for screening, assigning, and monitoring cases. In addition, the Crime Analyst should be used more effectively to evaluate crime trends and patterns.

Recommendation: The Investigative Services Division should develop a formal system for screening, assigning, and monitoring cases. The ISD should also make better use of the Crime Analyst in analyzing crime patterns.

Recommendation: Supervisory responsibilities should be reallocated and shared by the Detective Sergeant and Detective Lieutenant. This reallocation will mitigate span of control issues.

3. ANALYSIS OF PROPERTY/EVIDENCE STORAGE AND HANDLING SHOWS THAT SOME KEY IMPROVEMENTS CAN BE MADE.

This section focuses on the receipting, handling protocols, secure storage, and final disposition of recovered property and evidence. The Department's property/evidence control system should include the following:

- All property coming into the agency's possession is properly accounted for and maintained securely.
- The integrity of the chain of custody is maintained for all evidentiary property. Protocols are in place to ensure that all transfers/release of evidence for laboratory analysis or for court purposes is properly recorded.
- There is a system for conducting regular inspections and audits of the property/evidence area. The inspections are to ensure the area is kept neat and orderly, and department procedures are followed. The audits, which should be conducted no less than annually, should ensure that at least a sufficient sampling of "high-risk" items is checked. High-risk items include: money, precious metals, jewelry, firearms, and drugs.
- Property/evidence is returned and/or destroyed in a timely manner consistent with applicable state statutes.

The Matrix Consulting Group evaluated the TTPD's property and evidence section procedures and protocols, with the results of that analysis as follows:

- The Department has well documented procedures governing the collection, recording, storage, and disposal of evidence and recovered property.
- The facility has secure primary and temporary storage locations to house property and evidence. Doors are properly locked when evidence personnel are not in attendance and a log is maintained to record the personal identification number and names of all who enter restricted areas.
- No personnel are allowed to enter restricted areas unless accompanied by property/evidence staff.
- The project team found that there is adequate storage for items after hours.
- All evidence is recorded and inventoried in an electronic system. This includes a bar-coding system to facilitate tracking and location of items. The property room also has a significant number of items, approximately half, tracked in an older software system that is not very functional. Efforts are underway to consolidate this information into a single database.
- Due to the issues with consolidation of the records inventory into one system, old property items have not been reviewed to determine whether these items may be returned or destroyed. This is an issue due to the limited storage capacity of the property room.
- The project team found that only one audit of the property room has been done in the past few years. This audit was performed by the officer who designed the property room storage system. The project team also found that the TTPD's policies are currently silent on the need for these audits and inventories.

In sum, there are a number of steps that can be taken to improve the operation of the property room.

Recommendation: Protocols concerning property/evidence inspections and audits should be instituted and should require that sufficient samplings of high-risk items are audited no less than annually.

Recommendation: Property personnel should review old property items on a regular basis to determine whether they may be returned or destroyed to make room for new items.

4. TRAINING AND RECRUITMENT ARE EFFECTIVE SUPPORT PROGRAMS.

The project team evaluated training and recruitment efforts performed by the TTPD. These duties are handled by a Sergeant who handles both functions. The first subsection, that follows, provides information on training.

(1) The Department Has an Effective Training Program in Place. However, There Are Opportunities for Improvement.

The TTPD provides a number of training opportunities for in-service training. The project team collected training data to identify average annual training hours received by sworn personnel as well as the content and scope of training classes. The table, which follows, shows total training hours for officers within the TTPD over the past two years (from July of 2003 to July of 2005):

Officer	Hours		Officer	Hours		Officer	Hours		Officer	Hours		Officer	Hours
1	648		16	106		31	198		46	642		61	60
2	117		17	235		32	161		47	128		62	57
3	102		18	69		33	50		48	120		63	92
4	102		19	127		34	116		49	76		64	60
5	66		20	56		35	120		50	140			
6	98		21	62		36	60		51	122		Average	142
7	123		22	76		37	156		52	102		Avg./Year	71
8	269		23	176		38	89		53	180			
9	47		24	51		39	126		54	108			
10	73		25	153		40	214		55	52			
11	100		26	157		41	72		56	78			
12	190		27	148		42	328		57	252			
13	141		28	202		43	140		58	102			
14	153		29	108		44	100		59	350			
15	61		30	132		45	156		60	156			

The following points summarize the information above:

- Over the past two years, each officer has received an average of 142 hours of training.
- Based on this amount, each officer received an average of 71 hours of training per year.

- Total training hours ranged from a low of 47 hours to a high of 648 hours. These differences are due to a number of factors including tenure and position (i.e., detectives will receive more training than a first year patrol officer).

The following points highlight the project team's findings and observations regarding in-service training:

- Sworn personnel are provided an average of 70 hours of training per year. However, the training program cannot support community policing goals since these goals are not clearly defined.
- The Department does not conduct training needs assessments. Typically, training is scheduled based on TCLEOSE requirements and specific division requests. A needs assessment would consist of identifying weakness / areas for improvement as potential training topics. This assessment could be conducted by surveying line supervisors and managers on training needs as well as by analyzing internal affairs cases to identify potential training opportunities.
- The Department does take advantage of regional training opportunities through the East Texas Police Academy and other sources such as ILEA.
- Documentation of training is complete and lesson plans for TCLEOSE approved courses are centrally maintained.
- The Department does not require regular on-going defensive tactics and other high-liability training for officers. These courses are available to those who are interested.

In sum, the Department provides a significant amount of training to sworn personnel. However, additional measures should be taken to ensure that personnel are provided the needed training.

Recommendation: The TTPD should conduct a training needs assessment to identify potential training opportunities.

(2) The Department Has an Effective Recruitment Program.

The project team also evaluated the Department's recruitment program. Recruitment has been an important function over the past few years due to significant turnover. To understand the Department's recruitment workload, the project team

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

documented the historical turnover rate. The table, below, shows the number of officers leaving the Department for all reasons, including retirement:

Year	Number of Sworn Personnel	Number of Officers Lost	Turnover Rate
1995	83	1	1%
1996	87	11	13%
1997	87	5	6%
1998	85	5	6%
1999	85	6	7%
2000	89	5	6%
2001	90	6	7%
2002	95	9	9%
2003	96	12	13%
2004	98	6	6%

The following points can be made about the above information:

- During the past ten years, officer turnover has ranged from a low of 1% in 1995 to a high of 13% in 1996 and 2003.
- The average turnover rate over the ten year period was 7%.
- The Department has lost 27 officers over the past three years.

Overall, the turnover rate within the TTPD has fluctuated significantly over the course of the past ten years. This has created a critical need for recruitment of new officers. The following points describe the Department current recruitment program:

- The Department attends job fairs at local community colleges, universities, and community events.
- The Department sends job announcement to other local police departments.
- The Department sponsors recruits through the Kilgore (TX) Academy.
- The Department seeks out recruits at other regional academies.

Overall, the Department makes a significant effort to attract new personnel from a variety of sources. These efforts have made it possible to hire approximately

seventeen (17) new personnel over the past year and a half to two years. The Department should continue these efforts.

Recommendation: The TTPD's recruitment program is effective. Make no changes.

5. CRIME PREVENTION EFFORTS IN THE TTPD RELY ON TRADITIONAL PROGRAMS.

The project team evaluated the TTPD's crime prevention programming. There is a crime prevention officer assigned to deliver crime prevention presentations, organize community events, and establish relationships with community organizations. The table below provides data on crime prevention activities during 2004:

Activity	2001	2002	2003	2004	2001-04 Change	2003-04 Change
Neighborhood Watches	15	12	16	17	13%	6%
Home Security Surveys	23	38	22	26	13%	18%
Business Security Surveys	4	2	2	1	-75%	-50%
Programs Presented	83	79	46	45	-46%	-2%
Bi-State Justice Building Tours	8	-	3	-	-100%	-100%
Mall Office - Days Open	232	236	211	233	0%	10%
Hours Open	1,856	1,888	1,688	1,864	0%	10%
Visitors	5,116	5,269	3,015	1,875	-63%	-38%

The following points highlight the information above:

- During 2004, the Crime Prevention Officer made 17 neighborhood watch presentations, performed 16 home security surveys, 1 business security survey, and 45 presentations of programs.
- During 2004, the mall office, where the Crime Prevention Officer is located, was open 233 days or 1,864 hours and had 1,875 visitors.
- Over the three year period 2001 to 2004, neighborhood watch presentations increased by 13%, home security surveys increased by 13%, business security

surveys decreased by 75%, the number of programs presented decreased by 46%, and tours have declined by 100%.

- Over the one year period 2003 to 2004, neighborhood watch presentations increased by 6%, home security surveys increased by 18%, business security surveys decreased by 50%, the number of programs presented decreased by 2%, and tours declined by 100%.
- Another notable point is that the number of visitors to the mall office has decreased by 63% and 38% over the three year and one year periods.

Overall, the Department provides a number of crime prevention programs to the City. The following points summarize the project team's observations and findings regarding crime prevention efforts:

- The Department participates in various crime prevention programs including McGruff, National Night Out, child ID programs at state fairs, neighborhood watch, business and home security inspections, etc.
- The Department used to have an auto theft program which educated citizens on how to prevent auto thefts. This program is no longer used.
- Additional proactive efforts can be made to address issues such as vehicle burglaries, home burglaries, theft prevention, etc.
- Patrol personnel are not routinely used to assist with the delivery of crime prevention activities.

In sum, the Department should pursue the development of additional crime prevention programs to impact crime in the community.

Recommendation: The Department relies on traditional crime prevention programs. Additional efforts should be made to develop new programming.

6. FLEET MAINTENANCE CAN BE MORE EFFECTIVELY MANAGED.

The TTPD has one officer assigned to coordinate the maintenance of the Department's vehicles. Service is provided by the City's garage as well as through outside contractors. The table below provides a list of current vehicles assigned to the Department:

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

TTPD Vehicles with Division Assignment

Assignment	Unit Number	Mileage	Year/Make	Description
ISD	205	69,661	02 Ford	Marked SRO CV
ISD	206	70,828	99 Chevrolet	Gold Lumina
ISD	207	48,275	02 Chevrolet	White Impala
ISD	210	84,734	02 Ford	Marked SRO CV
ISD	211	9,685	04 Ford	Blue Taurus
ISD	212	17,261	04 Ford	Burgundy Taurus
ISD	429	106,742	95 Ford	Copper F150 PU
ISD	430	148,701	96 Ford	Marked Crime Scene CV
ISD	432	68,986	00 Ford	Silver Crown Victoria
ISD	433	132,738	91 Ford	Black Explorer
ISD	435	83,024	99 Chevrolet	Tan Lumina
ISD	436	42,295	03 Ford	Red Crown Victoria
ISD	442	119,526	98 Chevrolet	Blue Monte Carlo
ISD	446	50,342	01 Ford	Green Crown Victoria
ISD	447	48,432	99 Chevrolet	Tan Lumina
ISD	450	3,375	05 Ford	Gold Taurus
ISD	451	97,602	97 Chevrolet	Blue Lumina
ISD	452	5,255	05 Ford	Gold Taurus
ISD	455	87,132	02 Ford	Marked SRO CV
ISD	901	???	99 Chevrolet	Burgundy Malibu
USD	201	96,075	96 Dodge Int.	Intrepid
USD	204	125,363	96 Dodge Int.	Intrepid
USD	250	25,954	03 Ford CV	Crown Victoria
USD	251	3,490	05 Ford CV	Crown Victoria
USD	252	2,400	05 Ford CV	Crown Victoria
USD	253	1,016	05 Ford CV	Crown Victoria
USD	254	3,168	05 Ford CV	Crown Victoria
USD	255	3,036	05 Ford CV	Crown Victoria
USD	256	2,058	05 Ford CV	Crown Victoria
USD	257	61,193	02 Ford CV	Crown Victoria
USD	259	9,788	93 GMC Hum V	
USD	260	7,228	05 Ford CV	Crown Victoria
USD	261	52,490	04 Ford CV	Crown Victoria
USD	262	35,979	02 Ford CV	Crown Victoria
USD	263	24,712	04 Ford CV	Crown Victoria
USD	264	50,261	04 Ford CV	Crown Victoria
USD	265	48,349	04 Ford CV	Crown Victoria
USD	266	46,962	04 Ford CV	Crown Victoria
USD	267	46,101	02 Ford CV	Crown Victoria
USD	268	17,847	04 Ford CV	Crown Victoria
USD	269	9,557	05 Ford CV	Crown Victoria
USD	270	13,348	05 Ford CV	Crown Victoria
USD	271	14,994	05 Ford CV	Crown Victoria
USD	272	40,951	04 Ford CV	Crown Victoria
USD	273	7,145	05 Ford CV	Crown Victoria
USD	274	38,583	04 Ford CV	Crown Victoria

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Assignment	Unit Number	Mileage	Year/Make	Description
USD	275	48,798	04 Ford CV	Crown Victoria
USD	276	19,466	04 Ford CV	Crown Victoria
USD	277	31,280	04 Ford CV	Crown Victoria
USD	278	9,128	05 Ford CV	Crown Victoria
USD	279	44,542	04 Ford CV	Crown Victoria
USD	285		00 Yamaha 4Wlr	
USD	286		00 Yamaha 4Wlr	
USD	287	78,882	00 Ford CV	Crown Victoria
USD	288	93,164	99 Ford CV	Crown Victoria
USD	290	23,777	99 Harley M/C	Motorcycle
USD	291	18,160	01 Harley M/C	Motorcycle
USD	292	21,956	02 Harley M/C	Motorcycle
USD	293	50,575	01 Ford CV	Crown Victoria
USD	294	50,070	01 Ford CV	Crown Victoria
SSD	202	106,012	96 Dodge	White Intrepid
SSD	203	82,486	96 Dodge	White Intrepid
SSD	208	18,595	04 Ford	Silver Taurus
SSD	209	13,659	04 Ford	Green Taurus
SSD	444	63,508	98 Jeep	Marked Cherokee
SSD	449	134,015	94 Ford	Marked F150 PU
SSD	538	78,182	99 Dodge	Animal Control PU
SSD	539	110,288	01 Dodge	Animal Control PU
SSD	911	101,791	89 Dodge	Blue/Silver Van

The following points highlight the information above:

- The Department maintains sixty-nine (69) vehicles including sedans, motorcycles, off road vehicles, and specialty units.
- Twenty (20) vehicles are assigned to Investigative Services Division, forty (40) vehicles are assigned to Uniform Services Division, and nine (9) are assigned to Support Services Division. This results in approximately one vehicle assigned per sworn personnel within ISD, one vehicle per two sworn personnel within USD, and slightly more than one vehicle per person within Support Services.
- Average fleet age for patrol vehicles is less than three years and average mileage is 33,628, well within best management practices of 3-4 years and 60-70,000 miles. The average age of non-patrol vehicles is over 8 years. However, non-patrol vehicle mileage is well below the benchmark at approximately 69,000 miles.

The project team also attempted to collect information on gas usage, preventive maintenance performed, and service performed for each vehicle. However, due to the

way this information is being tracked this was not possible. The project team noted the following problems with the way vehicle maintenance is being managed:

- A software package is currently being used to track gasoline usage and maintenance and service costs. However this system is not being used to schedule preventive maintenance or downtime.
- Another software system tracks service and maintenance performed at the City garage and through outside vendors.
- The Fleet Maintenance Officer tracks mileage and due dates for preventive maintenance, registrations and inspections in a separate spreadsheet. Officers are notified by sticker when preventive maintenance is due.
- As a result, various pieces of information are tracked in different systems making vehicle histories (i.e. maintenance, service, etc.) difficult to find. The system is also complicated by the fact that unit numbers are recycled when units are taken out of service or sent to another department. Consequently, one unit identifier may represent two or more different vehicles.

Overall, the system for tracking vehicle maintenance is inadequate. The City has planned for the purchase of a new software package that will allow for consolidation of the various pieces of information into one system. The Department should ensure that this system will provide vehicle maintenance histories and allow automatic scheduling of preventive maintenance. Finally, the project team believes that a sworn officer should not be the fleet maintenance coordinator for the Department. This position does not require law enforcement training. The civilianization of this position would generate small annual cost savings of approximately 10% of personnel costs, or \$6,000.

Recommendation: The City should evaluate the possibility of acquiring a new fleet maintenance system which provides for centralization of fleet maintenance information so that vehicles histories can be constructed.

Recommendation: The City should stop the practice of recycling unit numbers and create permanent asset numbers so that vehicle information can be tracked.

Recommendation: The City should consider civilianizing the Fleet Maintenance Coordinator position. This would yield cost savings of approximately \$6,000.

5. ANALYSIS OF ORGANIZATION AND MANAGEMENT STAFFING

This chapter focuses on the organization of the Texarkana Police Department as well as the resulting command staffing necessary to ensure the effective management, oversight and supervision of the operations and administration of the Police Department. The project team's analyses first focuses on the organizational structure and then focuses on the necessary command staffing. The first section, which follows, describes the formal criteria the Matrix Consulting Group utilized in evaluating the organizational structure of the TTPD.

1. CRITERIA FOR EVALUATING AN ORGANIZATIONAL STRUCTURE

In order to evaluate the organizational structure of the TTPD, the project team first identified the criteria by which the organizational structure would be judged. The paragraphs, that follow, describe those criteria as well as describe what is meant by each of them:

- **Frequency of Contact:** With what other units does the unit in question have the most frequent contact? Does it have frequent contact with the units with which it is currently organized? Are there other units outside of its current organizational niche with which it has more frequent contact?
- **Types of Contact:** Do the contacts involve the sharing of resources (personnel or equipment)? Are the contacts administrative in nature? Do they involve the passage of paperwork from one unit to the other?
- **Extensiveness of Interactions:** Are the interactions frequent but inconsequential (i.e., daily passing of time sheets would not be given as much weight as responding to automobile accidents). Are the interactions going to have an impact on the safety or the quality of life for those in the facility?
- **Connection of Actions:** Do the units exhibit an organizational dependency on one another? Would it be more difficult for one unit to do its work if there were some separation / attachment?

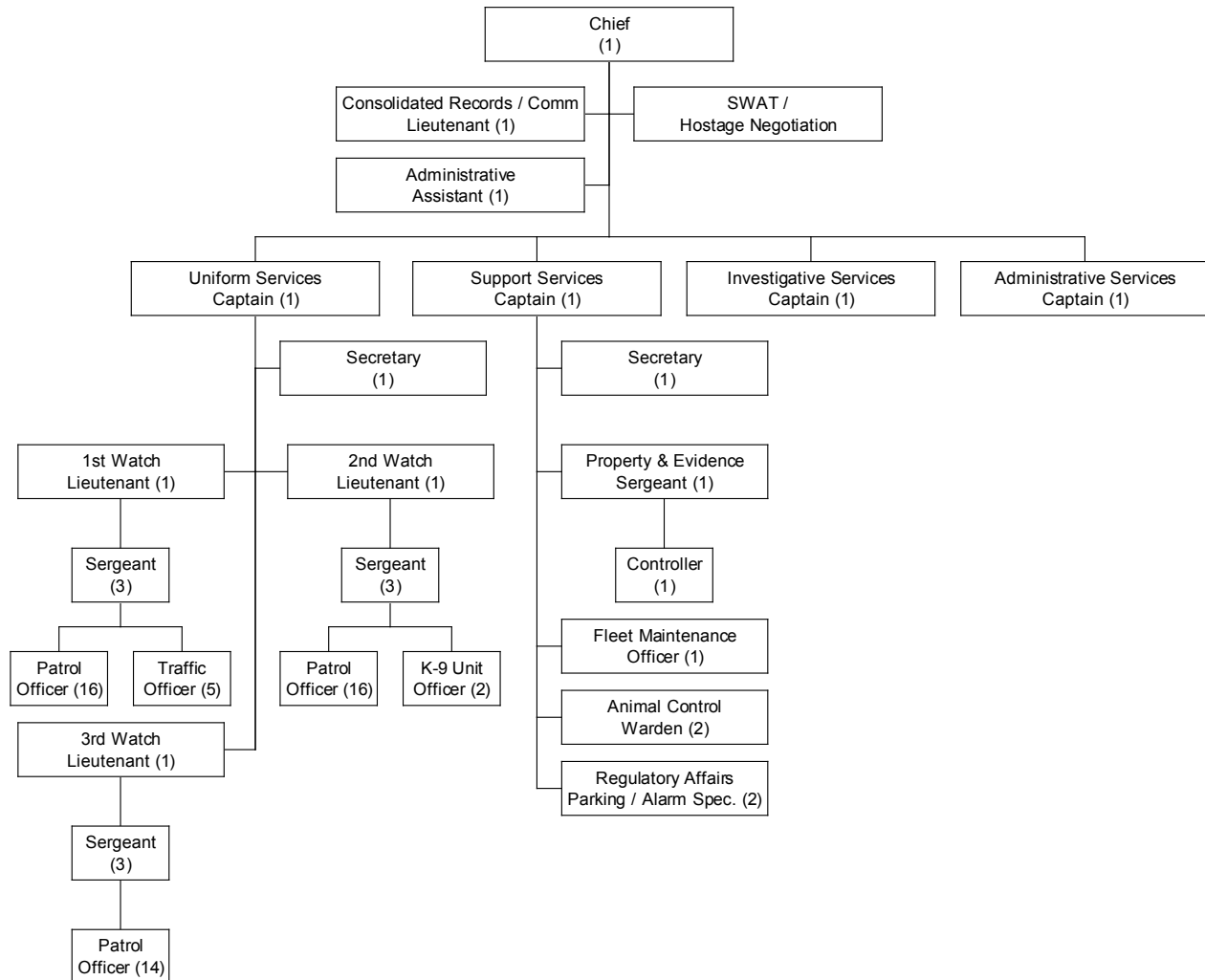
- **Administrative Paper Flow:** Is there an immediate need for the units to be attached organizationally to ensure the smooth flow of critical paperwork (for example, payroll making its way to Finance is not a justification for having every unit attached to Finance).
- **Support Versus Operations:** Have functions that support more than one operational unit been grouped together? Are there clear and reasonable divisions among operational units?
- **Span of Control:** Does each rank in the Department have similar levels of responsibility? Are spans of control appropriate?

Each of these criteria, individually, would not provide enough information to make a decision about the appropriate placement of an organizational unit. As a group, however, they provide the information required by the project team to come to conclusions about the current organizational structure and to make recommendations for any improvements. The section, that follows, provides our analysis of the current organizational structure and opportunities for improvement.

2. THE CURRENT ORGANIZATION OF THE POLICE DEPARTMENT INCLUDES FOUR DIVISIONS COMMANDED BY CAPTAINS REPORTING TO THE CHIEF OF POLICE.

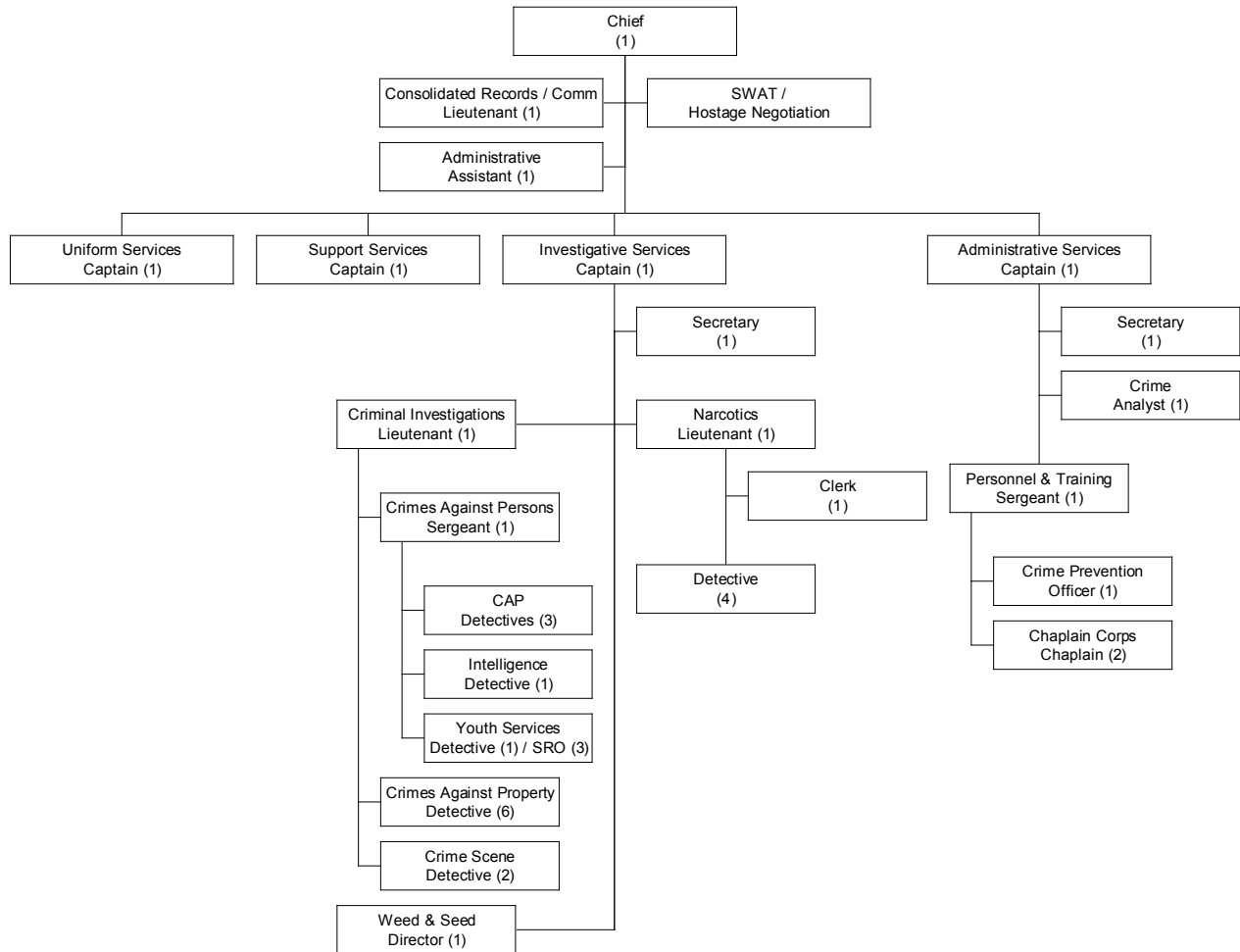
This section provides a summary of the current organizational structure of the Texarkana Police Department. In order to show the organization in some detail, the structure is shown in two charts, each representing the subordinates of two of the four Captains in the chain of command. The first chart, which follows, depicts the organization, staffing and deployment of the Uniform Services and Support Services Divisions:

Current Organization of the Texarkana Texas Police Department Uniform Services and Support Services Divisions



These two Divisions are each commanded by a Captain who reports to the Chief of Police. The Uniform Services Division is comprised of those units which work in the field: Patrol, Traffic and “K-9”. The Support Services Division is comprised of Property and Evidence, Fleet, Animal Control and Regulatory Affairs. The organizational chart, on the following page, depicts the Investigative Services (CID) and Administrative Services Divisions of the Police Department:

Current Organization of the Texarkana Texas Police Department Investigations and Administrative Services Divisions



As with the other Divisions in the Police Department, the Investigative Services and Administrative Services Divisions are commanded by Captains reporting to the Chief of Police. The Investigative Services Division is comprised of two main units – Criminal Investigations and Narcotics. The Administrative Division is comprised of Crime Analysis, Personnel and Training and a variety of administrative functions vested in the Captain directly.

3. THERE ARE SEVERAL ISSUES WITH THE CURRENT ORGANIZATIONAL STRUCTURE.

The matrix on the following page presents our assessment of the current organizational structure of the Texarkana (Texas) Police Department compared to the previously identified criteria. The points, which follow, provide a summary of the project team's key findings relating to the organization of the Police Department:

- There is a significant disparity between the level of responsibility, staff oversight and general span of control between the four Captains (Division commanders) in the TTPD.
- For example, 12% of personnel in the Department below the rank of Captain are in the Administrative and Support Services Divisions overseen by two of four Captains.
- The Administrative and Support Services Divisions of the Police Department represent functions which would often be grouped together, in that they represent "support" functions for all other elements of the Department.
- The Support Services Division includes some functions which should be viewed as operational (Animal Services and part of Regulatory Affairs). The separation of these functions from Uniform Services may impact the interaction of these two service areas.
- The rank structure of the Department has been broken down in the Administrative and Support Services Divisions with Sergeants and Officers reporting directly to Captains in these Divisions.
- At the same time, the rank structure has been maintained in the Uniform and Investigative Services Divisions.

These findings, illustrated on the next pages, suggest that the four-Captain organizational structure is not an appropriate one for the Police Department. The structure appears to have been contrived to work with the number of Captains, rather than the structure justifying the number of Captains.

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Bureau	Frequency	Type	Extent	Connection	Paper Work	Support vs. Operations	Span of Control	Observations and Alternatives
Uniform Services	√	√	√	√	√	√	√	- This Division focus on all field services: patrol, traffic, K-9, etc. This is a logical grouping of functions and units. - The span of control for the Captain, Lieutenants and Sergeants in these units is appropriate given shift, geographical and staffing levels. - The Department makes innovative use of Patrol Sergeants to oversee operations in Traffic and K-9.

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Bureau	Frequency	Type	Extent	Connection	Paper Work	Support vs. Operations	Span of Control	Observations and Alternatives
Support Services	√		√		√			- This Division is comprised of a collection of various functions. Most are internal services (Property, Fleet, some aspects of Regulatory Affairs) while others are field services (Animal Control). - The span of control in the Division is similar for the Captains in Uniform and Investigative Services, but the totality of responsibility is significantly lower.
Investigative Services	√	√	√	√	√	√	√	- A logical grouping of investigative units involved with both reactive and proactive follow-up investigations. - Span of control is appropriate given roles, missions and shifts. In terms of personnel, this is the second largest Division in TTPD.

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Bureau	Frequency	Type	Extent	Connection	Paper Work	Support vs. Operations	Span of Control	Observations and Alternatives
Administrative Services			√			√		• This Division includes the various administrative support functions of the Department including internal affairs, accreditation, budget, purchasing, personnel, etc. • Span of control for this Captain is not in line with the other Division commanders. • The number of personnel in this unit is small (a total of four report to the Captain) yet there are a number of functions. • Crime Prevention has little to do with the other functional areas in this Division. • Presence of Crime Analysis in this Division can be used to ensure access by Uniform and Investigative Services staff.

4. THERE ARE SEVERAL OPTIONS WHICH IMPROVE THE ORGANIZATIONAL STRUCTURE OF THE POLICE DEPARTMENT.

The previous section identified a number of issues related to the four-Captain approach to organization. The project team identified two major options, described below, for consideration by the City and the Department:

Option One – Three Captains

- Eliminate one Captain position.
- Combine Administrative and Support Services into a new Support Services Division.
- Create a Lieutenant position, assigned in the new Division. This position would be primarily responsible for Internal Affairs, Professional Standards, Accreditation, Training and Personnel.
- Shift Animal Services out of Support Services and into Uniform Services, providing for enhanced oversight and also improved interaction between these two field services.

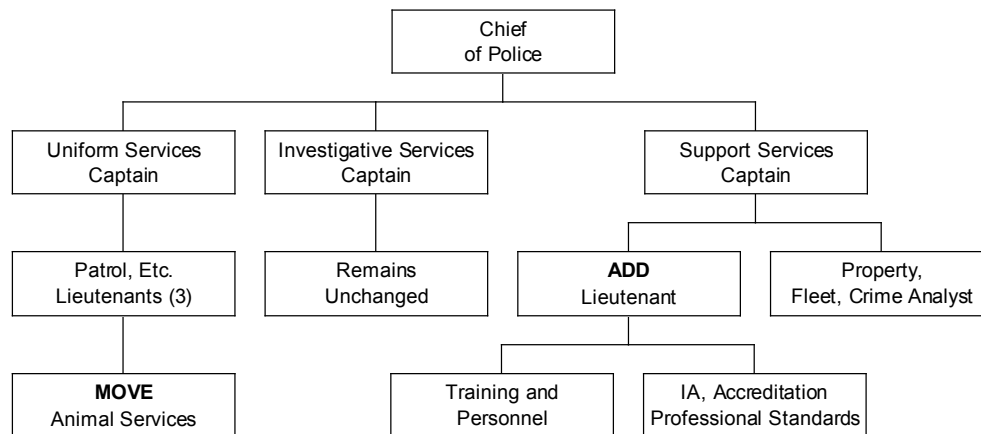
Option Two – Two Assistant Chiefs

- Eliminate all four Captain positions (this is necessitated by Civil Service rules).
- Create two Assistant Chief positions.
- Consolidate Investigative Services, Administrative Services and Support Services into a single Division.
- Create a Lieutenant position, assigned in the new Division. This position would be primarily responsible for Internal Affairs, Professional Standards, Accreditation, Training and Personnel.
- Shift Animal Services out of Support Services and into Uniform Services, providing for enhanced oversight and interaction for all field services.
- Assign Property and Evidence to the CID Lieutenant for oversight.
- Create a new Sergeant position in CID to help oversee staff in that unit.

The resulting organizational structures, shown in summary, are provided on the following page. The resulting personnel impacts are shown, below:

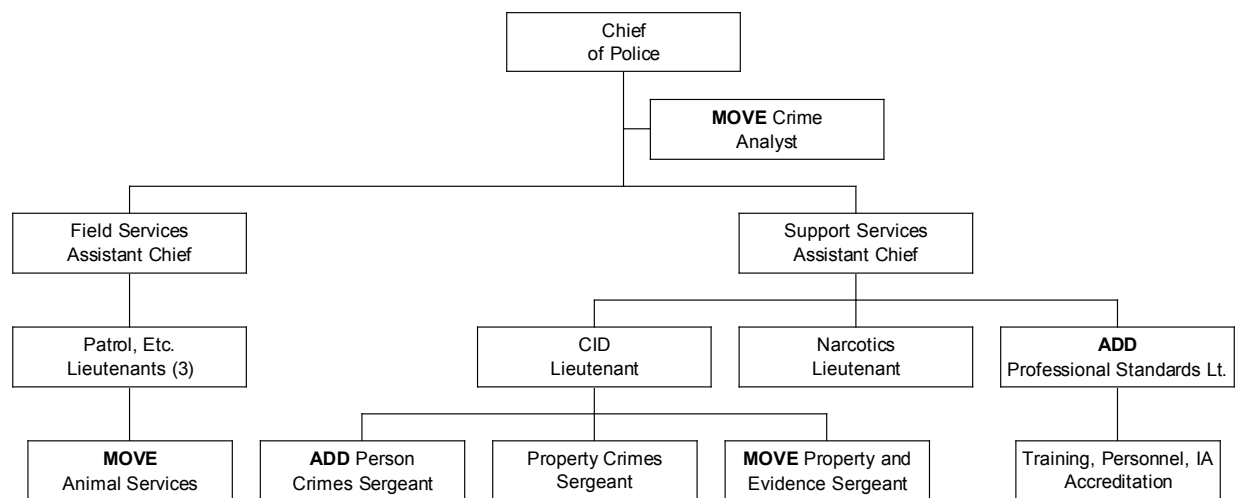
	Base Salary	Current	Cost	Three Captains	Cost	Two Assistant Chiefs	Cost
Captain	\$52,000	4	\$208,000	3	\$156,000	2	\$104,000
Lieutenant	\$47,000	0	\$0	1	\$47,000	1	\$47,000
Sergeant	\$42,000	0	\$0	0	\$0	1	\$42,000
Wages	n/a	4	\$208,000	4	\$203,000	4	\$193,000
Benefits	39%	n/a	\$81,120	n/a	\$79,170	n/a	\$75,270
Total Cost	n/a	n/a	\$289,120	n/a	\$282,170	n/a	\$268,270
Variance		n/a	\$0	0	(\$6,950)	0	(\$20,850)

**Option One
Three Captains**



The organization chart, above, shows the elimination of one Captain, addition of a Lieutenant and the movement of Animal Services under Patrol. The following shows the organizational structure under Option Two:

**Option Two
Two Assistant Chiefs**



This organizational chart shows the impact of creating two Assistant Chief positions in conjunction with the other changes. This approach increases the responsibility of the CID Lieutenant, adds a Sergeant and Lieutenant position and eliminates the four Captain positions.

The Matrix Consulting Group recommends that the City and the Department pursue Option Two – Two Assistant Chiefs. We make this recommendation for the following reasons:

- Improved span of control for members of the command staff.
- Improved accountability for command staff members.
- Improved communication and control of like functions.
- Annual cost savings of almost \$21,000 over current costs.
- Increases the level and type of responsibility for the CID Lieutenant position.
- Strengthens the overall relationship between rank and level of responsibility and accountability in the Police Department.

Recommendation: The City and Police Department should adopt a new organizational structure and command staffing approach for the Department. These changes should include elimination of the four (4) Captain positions, creation of two (2) Assistant Chief positions, creation of a new Lieutenant position and creation of a new Sergeant position. In addition, these changes should be accompanied by several reorganizations, including consolidation of the Investigative, Administrative and Support Service Divisions, movement of Animal Services to the new Field Services Division and several other changes.

APPENDIX: BEST MANAGEMENT PRACTICES

Performance Target	Assessment of Performance Versus Target
MANAGEMENT AND ORGANIZATION	
General Management	
Management team has frequent formal and informal interaction focused on addressing issues and on furthering the goals and objectives of the Police Department.	- The Chief and his Executive Team, (Captains) meet every other Tuesday following the Monday City Council meeting. These meetings focus on “short term” day to day issues. - The Department does not have goals and objectives to guide internal or external Department operations or resource. - Formal and informal communication between and among all Executive Team members is adversarial. Communication is primarily by e-mail. - The Chief does not have individual standing meetings with his staff to review specific Division / Unit operations or assess the status of assigned tasks.
Executive management team holds regular meetings with agendas, minutes and accountability systems.	- The Executive management teams meets only as described above. - The Chief maintains the meeting agenda that focuses on Division updates and are a source for follow-up questions for previous assignments. - Meeting minutes are taken by the Chief's Secretary with the assistance of a taped recording of the meeting. Following review for approval by the Chief these minutes are distributed. - These meetings are the primary tool to hold individual Division Commanders accountable for various tasks and / or work products. The Department does not employ a formal “annual performance appraisal system” (performance review).
Broader management team meetings held at least monthly to review crime and other activities in the community.	- With the beginning of this calendar year the Department has initiated “Problem Oriented Policing” (CompStat) meetings twice monthly, every other Thursday. These meetings focus on criminal activity and sources of community disorder in terms of problem identification and solution development in each of the three patrol districts. Those attending are Patrol District Commanders (Lieutenants), support staff as needed and the Criminal Investigations Division supervisory staff. - The Chief discontinued Monthly General Staff Meetings that included all Department Supervisory Personnel (Sergeants, Lieutenants, and Captains), in May of 2004.

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Performance Target	Assessment of Performance Versus Target
Sub-units hold regular meetings between Bureau commander and subordinate staff.	- The Patrol Division holds a meeting every Thursday as follows: - Patrol Captain + 3 District / Patrol Lieutenants - Patrol Captain is the Chair for the POP meetings - Patrol Captain + 3 Lieutenants + 9 Patrol Sergeants - Patrol Captain is the Chair for the POP meetings - The Criminal Investigations Division does not have a formal Division meeting however does meet daily with all Division investigators to review events of the past 24 hours. - The Criminal Investigations Division has recently initiated meetings with the Arkansas CID for information exchange and to focus more comprehensively on criminal activity between the two contiguous cities. - Due to the lack of “subordinate personnel” in the Support and Administrative Services Divisions formal meetings are not held.
Policies and Procedures and Accreditation	
Policies and procedures are reviewed regularly and are updated accordingly.	- Policies and Procedures require significant attention. <u>General Orders</u> have not been formally reviewed in 5 years. <u>Policy Statements</u> to clarify General Orders or to set new direction pending the development of a general Order from the Chiefs Office have been issued over time; however, are not indexed and by policy are to be maintained at the back of individual General Orders Manuals. <u>Standard Operating Procedures</u> to guide Division Operations are by “memo”, “e-mail”, or some other form of Division written communication. Although, by policy, these directive should not be in place more than 180 days, they have provided long term (years) direction for Division operations. Some of these Procedures are in conflict with General Orders. The Procedures are not indexed, nor are they maintained in a central repository. Although hard to find, employees are held accountable for complying with these directives. - The approach used to develop contemporary policies and procedures (General Orders) has been slow and cumbersome. The review process is long and at times lacks appropriate follow through.
Distribution of policies and procedures is accomplished in such a way to ensure that policy updates are done rapidly but securely.	- By Policy, distribution of new General Orders and Policy Statements are to be distributed to Department personnel for placement in individual General Order Manuals. These Manuals are to be inspected annually in January. It is the strong staff consensus that this is not being done. - The general Order and Policy Statement Manuals have been placed for access in the Department Computer System. Access to individual orders is cumbersome.
Automated system for distribution and review of policies and procedures.	The Department has automated access to General Orders and Policy Statements through the Department internal computer system.

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Performance Target	Assessment of Performance Versus Target
Critical policies (use of force, pursuit, internal affairs, etc.) are up to national standards and recognize national and local judicial and legal findings.	- These critical policies are in the “review process”. These policies now reside as a “sub-section” within one of the General Order Chapters, i.e. Chapter 9 – Department Motor Vehicles, 9.09 “Motor Vehicle Pursuit” and Chapter 10 – Weapons and the Use of Force, 10.10 Use of Force. - Most Policies have not received specific formal review in five years. Those that have been reviewed with associated revision, get delayed in the review and approval process.
Staff inspections of the agency are conducted based upon need and a defined schedule that ensures all components are inspected within a three-year time frame.	Inspection protocols are defined in the General Orders however there are few accountability mechanisms in place to assure that designated inspections are made.
Organization	
The organization has grouped like functions together to support the organizational mission and goals.	The organization does not have a Mission or Goals. The two operations Divisions are grouped to support the general tenants of the Law Enforcement Mission. The other two Divisions provide support to this Mission and both have limited support functions.
The organizational structure supports equivalent spans of control for similar levels of management.	Patrol and Investigations are the only two divisions that offer any type of “span of control” improvement opportunity. The other two Divisions offer no “span of control” improvement opportunity.
Personnel of like rank have similar levels of responsibility.	The Captains assigned to Field Services and Investigations have middle management (Lt.) subordinates. Captains assigned to Support and Technical Services have very few subordinates and none that are middle managers.
The organizational structure supports goals of one manager / per function and ensures that staff report to a single manager.	- The organizational structure “generally” supports appropriate reporting relationships. The Sergeant assigned as the PIO / Training – Recruit Manager reports to both the Chief of Police and Administrative Services Captain. Direction from both supervisors has cause “direction conflict”. - In addition there are 1:1 reporting relationships within ISD where one Sergeant reports to one Lt. who reports to the ISD Captain.
Internal Affairs	
Is there a clear delegation of internal affairs coordination in the Department?	The Internal Affairs process is coordinated by the Administrative Services Captain. A revised policy has been developed (submitted for review in 4/05) that provides more definition for various types of misconduct and incorporated time lines for various components of the process.

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Performance Target	Assessment of Performance Versus Target
Is a system in place to track all citizen complaints against department personnel and administrative investigations	The Internal Affairs Unit maintains a log that identifies all allegations of misconduct. It does not differentiate between external and internal complaint.
Do internal affairs records meet applicable legal and records retention requirements?	- The policy is silent to how long records will be maintained, It merely states "all documents pertaining to an I.A. investigation will be maintained in a file accessible to the Chief. - There is not system for purging allegations of misconduct predicated on nature of allegation, (A,B,C) or finding.
Are Internal Affairs investigations completed within 45 days from the allegation?	The policy now in place does not address time for the investigation. The revised policy does. The I.A. log that is maintained does not cite time taken for each investigation.
Does the public have sufficient access to the internal affairs process and its results?	- The Department policy is specific as to accepting all allegations of misconduct from the public. The revised policy specifically addresses feedback to the public regarding the results of the investigation. - The Department has not published an annual report specific to the Internal Affairs process.
Departmentally initiated cases equal or exceed those from the public (i.e., self-policing)?	Initial reports obtained by the project team do not differentiate between internal and external complaints of misconduct.
An Early Warning System is in place to help identify members who may need additional attention.	The Department does not employ an "Early Warning System" that the more progressive Departments are employing to identify and provide assistance to employees that might need some type of intervention (counseling, peer assistance, training) to avoid reoccurring reports of misconduct.
Is a formal analysis of internal affairs complaints and investigations being conducted?	The review processes of complaints of misconduct by the Department are informal.
Use of both complaint and non-complaint information to develop guidance for both training and policy development.	Department follow-up in terms of policy development and employee training as a result of the I.A. process are informal.
PATROL / FIELD SERVICES / DISPATCH	
Response times to calls for service: - Priority E : 3-5 mins. - Priority 1: 5-15 mins. - Priority 2-3: 15-30 mins. - Is there an established policy for prioritizing calls?	Response times for "High" priority calls exceed the 5 min threshold for each: Priority 1: 6 minutes, Priority 2: 5.1 minutes, Priority 3: 6.42 minutes. "Medium" priority calls and "Low" priority calls are well within the benchmarks. There is a policy in place to prioritize calls based on the severity/risk associated with each call.

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Performance Target	Assessment of Performance Versus Target
Given call for service workloads and patrol staffing/deployment, does preventive field time fall within 35%-50% of available time?	The project team is still evaluating data from the Department to determine what proactive time levels are.
Field units operate with a proper mix of supervisory and line positions (with a ratio of 1:6 to 1:9)?	Supervisory to line positions are within established ratios. Typically 1 to 2 supervisors are on duty to supervise 9 to 10 officers.
Are patrol staff deployed consistently with call for service demands by time of day and day of week?	Patrol staff are deployed across three districts which are relatively equal in workload. Minimum staffing on the slow days (Sunday) is reduced to accommodate workload.
Are current shift schedules appropriate considering the factors of calls for service, deployment, etc.?	Patrol officers work 8 hour shifts that are designed to provide both overlap between shifts throughout the day as well as a reduced force during the slow days (Sunday).
Are non-sworn personnel utilized to handle low priority calls for service?	Non-sworn personnel are not utilized to respond to calls for service.
Is available proactive time formally directed and evaluated?	Evaluations of Officers are no longer being performed. It is not clear why this practice was stopped. Interviews with supervisors indicate that performance is being monitored through monthly activity reports.
Traffic Enforcement	
Traffic enforcement efforts are focused on intersections and roads where accidents are occurring and on complaint areas.	Traffic enforcement efforts are focused on targeted hazard areas and in response to complaints.
Are dedicated traffic enforcement personnel averaging one citizen contact or citation each duty hour?	Traffic Enforcement Officers are averaging just under one contact per hour (.9).
Is the Traffic Enforcement Index (hazardous citations and DWI arrests divided by injury accidents) in the 1:35/40 range?	The traffic enforcement index is in the 1:12.5 range, well below the 1:35/40 benchmark.
INVESTIGATIONS	

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Performance Target	Assessment of Performance Versus Target
Investigative staff are utilized according to a variety of measures: number of active cases per case handling investigator is 15-20 for property crimes and 8-12 for person crimes.	Staff utilization is very high based on the number of assigned cases. At the time of the desk audit, property detective caseloads ranged from 19 to 43 cases per property detective and person detective caseloads ranged from 9 to 26 cases.
Sworn personnel are not handling administrative assignments which could be performed by non-sworn personnel.	The ISD has administrative personnel to handle administrative assignments. However, because case assignment and monitoring systems are not automated, a significant amount of time is spent creating case status/assignment sheets.
Unit supervisors are utilizing a formal case management system which involves screening cases for solvability, assigning cases based on workloads, reviewing cases once assigned, and making decisions about proceeding based on case progress criteria.	Unit supervisors are reviewing cases prior to assignment. However, formal solvability criteria are not used. In addition, a number of cases are assigned as "info" cases despite the absence of prospects for solving the case. These cases are assigned in the event that additional information is gathered. These cases should be put into a software system to identify criminal patterns.
A case management automated system exists to support unit supervisors in making decisions and monitoring caseloads.	The Detectives Bureau does not utilize an automated system to monitor caseloads.
Field supervisors assist in making recommendations about assigning cases.	Field supervisors review all paperwork that is assigned to ISD. However, they do not make any specific recommendations.
Field staff handle the follow-up of minor crimes, as appropriate.	Some follow-up is being done by patrol officers (Class C Misdemeanors). Field staff used to assist with follow-up investigations of Class A & B misdemeanors but this practice was stopped. The result of this has been an increase in workload for detectives.
Systems exist to enhance cases by tracking leads, MO's and other crime characteristics.	No system is in place to identify trends, leads, MO's, etc. Cases are assigned as "info" cases for Detectives to be aware of recurring characteristics of crimes. This process can be better coordinated.
A crime analysis unit exists to support investigators as well as field staff on cases.	The TTPD does have a Crime Analyst. This position provides analytical support to the command staff. There is little crime analysis provided within the Department. The Crime Analyst position is used as a general management analyst for the Chief and the Department.

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Performance Target	Assessment of Performance Versus Target
Proactive activities are engaged in which anticipate criminal activities (e.g., re-sale operations, repeat offender programs, surveillance).	The regional Narcotics unit is involved in conducting these kinds of proactive activities. These are coordinated between the two cities and Bowie County.
Department has developed capabilities to monitor internet and computer crime issues.	There is no focused effort on internet activities or computer crimes.
Callout of staff on a rotating basis rather than night shifts of investigators.	Staff do share call out duty on a rotating basis. However, these rotations are not based on areas of expertise. As a result, a property detective may be called out to a homicide scene.
Investigators regularly brief field operations staff in crime trends, important cases, etc.	Investigators brief field operations staff about major cases. It is not clear how often this is happening.
Decisions about calling out field evidence collection specialists are based on the technical requirements of the crime scene.	Crime Scene Technicians are called out by a Patrol Supervisor. However, typically Crime Scene Technicians will wait until the on-call Detective arrives on scene so that he/she can determine whether there is a need to process the scene.
The unit targets a wide range of vice activities.	The Vice unit targets a wide range of activities both in reaction to complaints, issues identified by the patrol forces, and proactively.
Information regarding vice activities is forwarded to the unit from other operational units throughout the Department.	The Vice unit receives information from patrol forces in all three law enforcement agencies supported by the unit.
Property and Evidence	
All evidence is recorded in an electronic inventory system.	The Department has begun utilizing a bar code system. However, approximately half of property items are still being tracked in an outdated software system.
Controlled access to the storage site, including secured doors and an access log.	The property room has controlled access and an access log.
Storage site secure from possible accidents that would potentially damage evidence.	The property room is secure from potential accidents.
After hours storage provides for secure and adequate storage.	Storage lockers (with locks) are provided for after hours storage of property and evidence. General Orders outlines a clear procedure for storage of property and evidence after hours.

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Performance Target	Assessment of Performance Versus Target
Evidence is randomly audited at least quarterly to confirm completeness of storage including the following: 1) a semi-annual inspection by the person responsible for the property and evidence control function and unannounced inspections of the storage areas as directed; 2) a complete inventory if there is a change in custodians; and 3) an annual audit conducted by a supervisor not routinely or directly connected with control of property.	Only one audit was recently performed (in July of 2003) by the Officer that designed the system of storage. Audits are not regularly performed.
Initiate disposal processes within 30 days of receipt of final case disposition and complete disposition within 6 months.	Efforts are being made to dispose of property shortly after a court order is received. The property room does not track the time between disposition and disposal.
SUPPORT SERVICES	
Fleet	
Existence of automated fleet management system to monitor equipment utilization and repair histories, labor distribution, downtime, costs, preventive maintenance scheduling, etc.	A software package is currently being used to track gasoline usage and maintenance and service costs. However, this system is not being used to schedule preventive maintenance or downtime. The Fleet Maintenance Officer tracks mileage to notify officers when preventive maintenance is due in a separate Excel spreadsheet.
Average fleet age of 3-4 years and average mileage of 60-70,000 miles for patrol vehicles and 4-5 years and 85-95,000 average mileage for non-patrol.	Average fleet age for patrol vehicles is less than 3 years and average mileage is 33,628. The average age of non-patrol vehicles is over 8 years. However, non-patrol vehicle mileage is well below the benchmark at approximately 69,000 miles.
Management and Supervision Training	
First-line supervisors, middle managers and executive level managers should be trained in the skill sets needed to meet their different management roles and responsibilities.	The Chief has been proactive in sending first line supervisors and middle managers to training specific to their new positions.
The skills needed to fulfill different roles are updated and clearly defined.	- The General Orders were recently updated with job roles and responsibilities. - Staff are, however, confused with their roles as it pertains to the "District Policing Model" employed by the Department.

CITY OF TEXARKANA, TEXAS
Master Plan Study for the Police Department

Performance Target	Assessment of Performance Versus Target
Evaluation processes are used to determine how well supervisors and managers are meeting roles and responsibilities.	The Department has abandoned the Performance Review System implemented by the prior administration. Without a formal annual review process employees at all levels do not receive feedback regarding positive or negative job performance or a specific time annually to focus on career development.
In-Service Training	
Scope and content of in service training program: - Training per officer per year is at least 40 hours. - Training program supports community policing goals.	Sworn personnel are provided an average of 70 hours of training per year. The training program does not support community policing goals since these goals are not clearly defined.
The department should conduct training needs assessments to determine what training to offer.	The Department does not conduct training needs assessments. Typically training is scheduled based on TCLEOSE requirements and specific division requests.
The department takes advantage of regional training opportunities.	The Department does participate in training provided by the East Texas Police Academy and supervisory training offered by ILEA.
Documentation of training is complete and is maintained in a central location.	Training hours and completion of certifications are documented through TCLADS. Lesson plans are available for all documented training sent to TCLEOSE.
There is on-going annual defensive tactics and other high-liability training is provided to officers.	The Department does not have regular on-going defensive tactics and other high-liability training for officers. Courses are offered to those who are interested.
The In-Service training program for civilians is effective and there is an adequate amount of civilian in-service training.	The Department does not have a training program for civilians.
Crime Prevention / Community Programs	
Does the crime prevention program provide a wide range of innovative services?	The Department does participate in various crime prevention programs including McGruff, National Night Out, child ID cards, etc. However, additional proactive efforts can be made to address issues such as vehicle burglaries, home burglaries, etc.
Are non-sworn personnel used to assist with prevention services?	Non-sworn personnel are not routinely used to assist with the delivery of crime prevention services.
Are field staff used to assist with crime prevention programs?	Field staff do participate in special events such as National Night Out and the Quadrangle Festival.

City of Texarkana, Texas

Version: A

Update Date: 2/4/2015 5:07 PM

Briefing Sheet

Lead Department:	<u>Planning and Community Development</u>	Action Officer:	<u>David Orr, Administrative Services Manager</u>
Subject:	<u>Resolution No. 2015-018 authorizing the development of the Texarkana, Texas Housing Authority Robison Terrace Development.</u>		
Briefing: <u>2/9/2015</u>	Public Hearing:	Second Briefing:	Council Vote: <u>2/9/2015</u>

Item Schedule

Updates/History of Briefing:

NOT APPLICABLE

Executive Summary and Background Information:

HATT Executive Director Johnny Riley has requested the City's support in the form of a resolution for the proposed Robison Terrance tax credit application.

Potential Options:

- None
-

Fiscal Implications:

None

Staff Recommendation:

Staff recommends approval.

Advisory Board/Committee Review:

NONE

Board/Committee Recommendation:

NOT APPLICABLE

Advisory Board/Committee Meeting Date and Minutes:

NOT APPLICABLE

Attachments

- 2015-018 HATT Robison Terrace Dev (DOC)
- HATT Email (PDF)

City of Texarkana, Texas

Staff Coordination

Planning and Community Development	David Orr	Department Head Review
Completed	02/04/2015 4:11 PM	
Finance Department	Action	Pending
Assistant City Manager		Action Pending
Public Information Officer		PIO Review Pending
City Manager	City Manager Review	Pending
City Council	Meeting	Pending
6:00 PM	Pam Burns	02/09/2015

Meeting History

RESOLUTION NO. 2015 – 018**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS, AUTHORIZING THE DEVELOPMENT OF THE TEXARKANA HOUSING AUTHORITY ROBISON TERRACE DEVELOPMENT; AND ESTABLISHING AN EFFECTIVE DATE.**

WHEREAS, the Housing Authority of Texarkana, Texas has proposed a development for affordable rental housing at 1010 Dan Haskins Way named Robison Terrace in Texarkana, Texas; and

WHEREAS, the Housing Authority of Texarkana, Texas has communicated that it intends to submit an application to the Texas Department of Housing and Community Affairs (TDHCA) for 2015 Housing Tax Credits or Private Activity Bonds for **Robison Terrace**; and

WHEREAS, the City of Texarkana, Texas acknowledges the need for additional affordable housing.

IT IS HEREBY:

RESOLVED, that as provided for in 10 Texas Administrative Code §11.3(b), it is expressly acknowledged and confirmed that that the City of Texarkana, Texas has more than twice the state average of units per capita supported by Housing Tax Credits or Private Activity Bonds.

FURTHER RESOLVED, that the City of Texarkana, Texas hereby supports the proposed Robison Terrace, and confirms that its governing body has voted specifically to approve the construction of the Development and to authorize an allocation of Housing Tax Credits for the Development pursuant to Texas Government Code §2306.6703(A)(4).

FURTHER RESOLVED that for and on behalf of the Governing Body, Texarkana, Texas, City Manager is hereby authorized, empowered, and directed to certify these resolutions to the Texas Department of Housing and Community Affairs.

FURTHER RESOLVED that this Resolution shall be in full force and effect from and after its passage and approval.

PASSED AND APPROVED in Regular Council Session on this the 9th day of February, 2015.

ATTEST:

JENNIFER EVANS, CITY SECRETARY

BOB BRUGGEMAN, MAYOR

Attachment: 2015-018 HATT Robison Terrace Dev (1257 : RES No. 2015-018 Authorizing HATT Development Robison Terrace)

From: [Johnny Riley](#)
To: [Tex-Orr, David](#)
Cc: [Will Henderson](#)
Subject: Please find attached information
Date: Wednesday, February 04, 2015 9:31:08 AM
Attachments: [Tab 8e Resolution Final Twice the State Average 2014-030.pdf](#)
[ATT00001.htm](#)
[15-MFUniformAppTemplates Resolution Twice - Robison.pdf](#)
[ATT00002.htm](#)
[14-MFUniformApp - Certifications - Principals.pdf](#)
[ATT00003.htm](#)
[14-MFUniformApp - Certifications - Owner.pdf](#)
[ATT00004.htm](#)
[Tab 35 f City Final Financial Commitment 2014-034.pdf](#)
[ATT00005.htm](#)
[Support Letter from Robison Residents Council.pdf](#)
[ATT00006.htm](#)
[Support Letter from State Rep.pdf](#)
[ATT00007.htm](#)
[15-MFUniformAppTemplates State Rep Support Letter.pdf](#)
[ATT00008.htm](#)

David,

Please share the resolution with the city manager.

Let me know if we need any additional information.

J Myles Riley, Executive Director
Housing Authority of City of Texarkana Texas

Begin forwarded message:

From: "Ana Patterson" <apatterson@carletonrp.com>
To: "Johnny Riley" <jriley@texarkanaha.org>
Cc: "Will Henderson" <whenderson@carletonrp.com>
Subject: RE: Meeting with Mayor Today

Johnny,

I have attached several items for review or revision for the 2015 Robison Terrace Tax Credit Application.

Revision: The 2014 City Resolution Twice the State Average, City Final Financial Commitment, both need to be updated to reflect 2015. There is an updated 2015 template for the Twice the State Average resolution attached. The Financial Commitment Resolution just needs all references to the TDHCA 2014 application to ready 2015. The 2014 State Rep letter and the template for 2015 are attached for update by Representative VanDeaver. An updated letter from the neighborhood association will be needed as well (last year letter is attached).

Review: I noticed the following changes since we sent notification letters at pre-application: City Councilmember – Christy Paddock (took over for Bill Miller), and the State Rep is now Gary VanDeaver (instead of George Lavendar). If there are any other changes I am unaware of, please forward their names, position, and contact information so we may send notifications to them as well.

Attachment: HATT Email (1257 : RES No. 2015-018 Authorizing HATT Development Robison Terrace)

Following are the board members I have listed for the Texarkana Public Facility Corp:

Denis Washington

Zedia Lane

James Bass

Charlie Cook

Nicole Wood-Norman

If any changes have been made to the board members, please let me know, so the proper certifications can be sent for signature. I have attached for review copies of the certifications we will need signed by the board members. All forms/certifications that will require a signature, by the board and yourself, will be sent with Will Henderson for the board meeting next week.

If you have any questions regarding the attachments or above information, please feel free to contact Will Henderson or myself.

Thank you,

Ana Patterson

Carleton Development, Ltd.

5485 Belt Line Road, Suite 300

Dallas, Texas 75254

(214) 377-6554 direct

(972) 980-9810 ext. 116

(972) 980-1559 fax

apatterson@carletonrp.com

From: Will Henderson

Sent: Tuesday, February 03, 2015 9:35 PM

To: Ana Patterson; Johnny Riley

Subject: RE: Meeting with Mayor Today

Ana - Please forward to Johnny the templates for the required resolutions. They should just be updates of last year's to reference 2015.

Johnny – Have any of the City/County/State elected officials and/or HATT/TPFC Board members changed since last year? If so, please forward names and contact information to Ana.

Thanks,

Will Henderson

214-377-6558 – Direct

214-215-8278 – Cell

From: Johnny Riley [<mailto:jriley@texarkanaha.org>]

Sent: Tuesday, February 3, 2015 10:56 AM

To: Will Henderson

Subject: RE: Meeting with Mayor Today

Yes, Sir... I also need to talk with you when you have a minute about another idea...

Make it A GREAT DAY!

Johnny

J. Myles Riley

Chief Executive Officer

Housing Authority of Texarkana Texas

From: Will Henderson [<mailto:whenderson@carletonrp.com>]

Sent: Tuesday, February 03, 2015 10:55 AM

To: Johnny Riley

Attachment: HATT Email (1257 : RES No. 2015-018 Authorizing HATT Development Robison Terrace)

Subject: RE: Meeting with Mayor Today
Great, we will need their support and an update to their resolutions. Did you already have the meeting?

Will Henderson

214-377-6558 – Direct

214-215-8278 – Cell

From: Johnny Riley [<mailto:jriley@texarkanaha.org>]

Sent: Tuesday, February 03, 2015 10:47 AM

To: Will Henderson

Subject: RE: Meeting with Mayor Today

Will, The mayor is very supportive of the Robison Project.

Make it A GREAT DAY!

Johnny

J. Myles Riley

Chief Executive Officer

Housing Authority of Texarkana Texas

From: Johnny Riley

Sent: Tuesday, February 03, 2015 9:42 AM

To: 'Will Henderson

(whenderson@carletonrp.com<<mailto:whenderson@carletonrp.com>>)'

Subject: Meeting with Mayor Today

Will, I'm meeting with the Mayor today to discuss the Robison Tax Credit Project.

Make It A Great Day!

Johnny

J Myles Riley

Chief Executive Officer

Housing Authority of Texarkana Texas

1611 N. Robison Road

Texarkana, TX 75501

Office: 903.838.8548 ext. 102

Fax: 903.832.2899

www.texarkanaha.org<<http://www.texarkanaha.org/>>

Attachment: HATT Email (1257 : RES No. 2015-018 Authorizing HATT Development Robison Terrace)

City of Texarkana, Texas

Briefing Sheet

Version: A

Update Date: 2/3/2015 6:25 PM

Lead Department: Fire Department **Action Officer:** Eric Schlotter, Fire Chief
Resolution No. 2015-017 authorizing the City Manager to issue a purchase order to Casco Industries, Inc. for the purchase of Firefighting Equipment (SCBA'S) through the HGAC Cooperative Purchasing Program in an amount not to exceed THREE HUNDRED EIGHT THOUSAND EIGHT HUNDRED TEN DOLLARS AND NO/100 (\$308,810.00).

Subject: TEN DOLLARS AND NO/100 (\$308,810.00).

Briefing: 2/9/2015 **Public Hearing:** 2/23/2015 **Second Briefing:** March 9, 2015 **Council Vote:** 3/23/2015

Item Schedule

Updates/History of Briefing:

Not Applicable

Executive Summary and Background Information:

The Fire Department currently operates a fleet of 56 self-contained breathing apparatus. The current units are in need of replacement due to normal wear and tear as well as they are not compliant with the most recent NFPA standard. Prior to 2008 the department was replacing a few units each year to ensure an adequate supply. Since that time the department has not purchased a self-contained breathing apparatus for firefighting purposes. In addition, our current supplier of self-contained breathing apparatus does not have an approved unit for sale. In light of our current situation we are proposing the purchase of a new fleet of self-contained breathing apparatus from a more reliable vendor. The purchase would eliminate condition issues and bring the entire fleet into compliance with the most recent standard.

Potential Options:

- "None"

Fiscal Implications:

This purchase will be funded with money in the 2015 fiscal year budget.

Staff Recommendation:

Staff recommends the purchase of new self-contained breathing apparatus.

Advisory Board/Committee Review:

None

Board/Committee Recommendation:

Not Applicable

Advisory Board/Committee Meeting Date and Minutes:

Not Applicable

Attachments

City of Texarkana, Texas

- a. Goals and Perspectives (DOCX)
- b. Current SCBA inventory (PDF)
- c. Resolution 2015-017 SCBA (DOC)

Staff Coordination

Fire Department	Eric Schlotter	Department Head Review	Completed	
	01/30/2015 10:01 AM			
Finance Department	Charlie Bassett	Finance Review	Completed	01/30/2015
	10:42 AM			
Public Information Officer		Lisa Thompson	PIO Review	Completed
	01/30/2015 10:48 AM			
City Manager	John Whitson	City Manager Review	Completed	01/30/2015
	11:06 AM			
City Council	Pam Burns	Meeting	Pending	02/09/2015
	6:00 PM			

Meeting History

City of Texarkana, Texas

Developing Perspectives and Goals Pending Approval by the City Council:

Perspectives	Goals
Serve the Community	☐ Promote an Environmentally Sensitive & Livable Community ☒ Provide a Safe Community ☒ Deliver Quality Services ☐ Foster a Healthy Community
Run the Operations	☒ Enhance Community Preparedness & Responsiveness ☒ Maximize Partnership Opportunities ☐ Provide Courteous & Responsive Customer Service ☐ Model a Positive City Image ☐ Deliver Efficient Services ☐ Cultivate Community Involvement & Access
Manage the Resources	☐ Maintain Fiscal Strength ☐ Maximize Utilization & Resources ☐ Invest in Infrastructure & Transportation
Develop Personnel	☐ Develop a Skilled & Diverse Workforce ☐ Create a Positive & Rewarding Work Culture

Perspectives and Goals Additional Comments:

("NONE")

Resource Impact:

Staff time required if item is approved: [Select One By Clicking Here](#)

Other Potential Impacts:

"NONE APPLICABLE"

Public Information Plan:

☐ Newspaper Notice (Required by Statute)	☐ Public Hearing (Required by Statute)
☐ Public Forum/Input Session	☐ Press Release
☐ E-News Distribution	☐ Website Notice
☐ Social Media (Twitter, Facebook, etc.)	☐ Special Mailing
☐ Flyers Posted	☐ Banners Posted
☐ Survey	☐ Automated Phone Call
☒ None Required	☐

Other:

1 2013

2 2007

3 2007

4 1997

5 1992

Inventory

Model	Serial number	Location	Other ID	In Service Date
Panther/New Bell-LP, AGVA	0603150130	731	HUD	3/30/2006 3
Panther/New Bell-LP, AGVA	0603150133	731	HUD	3/30/2006 3
Panther/New Bell-LP, AGVA	0603150158	731	HUD	3/30/2006 3
Panther/New Bell-LP, AGVA	9912210872	731		2/28/2000 4
Panther/New Bell-LP, AGVA	0402241089	733	HUD	5/1/2004 3
Panther/New Bell-LP, AGVA	0402241103	733	HUD	5/1/2004 3
Panther/New Bell-LP, AGVA	0402241133	733	HUD	5/1/2004 3
Panther/New Bell-LP, AGVA	9912210876	733		2/28/2000 4
Panther/New Bell-LP, AGVA	0201030295	734		1/31/2002 4
Panther/New Bell-LP, AGVA	0503150054	734	HUD	4/8/2005 3
Panther/New Bell-LP, AGVA	0503150062	734	HUD	4/8/2005 3
Panther/New Bell-LP, AGVA	0503150064	734	HUD	4/8/2005 3
Panther/New Bell-LP, AGVA	0011070420	735		2/28/2001 4
Panther/New Bell-LP, AGVA	0610250192	735	HUD	1/28/2007 3
Panther/New Bell-LP, AGVA	0610250193	735	HUD	1/28/2007 3
Panther/New Bell-LP, AGVA	0610250205	735	HUD	1/28/2007 3
Panther/New Bell-LP, AGVA	0201030424	736		1/31/2002 4
Panther/New Bell-LP, AGVA	0402241048	736	HUD	5/1/2004 3
Panther/New Bell-LP, AGVA	0402241068	736	HUD	5/1/2004 3
Panther/New Bell-LP, AGVA	0402241082	736	HUD	5/1/2004 3
Panther/New Bell-LP, AGVA	0201030297	737		1/31/2002 4
Panther/New Bell-LP, AGVA	0603150077	737	HUD	3/30/2006 3
Panther/New Bell-LP, AGVA	0603150081	737	HUD	3/30/2006 3
Panther/New Bell-LP, AGVA	0603150083	737	HUD	3/30/2006 3
Panther/New Bell-LP, AGVA	0610250223	741	HUD	1/28/2007 3
Sigma - LP	HABL-0955	741		12/31/1995 5
Sigma - LP	HDZG-0728	741		1/31/1994 5
Sigma - LP	HEZG-0212	741		5/31/1993 5
Sigma - LP	HJJK-0502	741		1/31/1995 5
Sigma - LP	HJJK-0566	741		1/31/1995 5
Panther/New Bell-LP, AGVA	0610250225	743	HUD	1/28/2007 3
Sigma - LP	HCAG-0788	743		6/30/1994 5
Panther/New Bell-LP, AGVA	0011070415	745		2/28/2001 4
Panther/New Bell-LP, AGVA	0603150252	745	HUD	3/30/2006 3

Inventory

Model	Serial number	Location	Other ID	In Service Date
Panther/New Bell-LP, AGVA	0603150253	745	HUD	3/30/2006 3
Panther - HP NSG X	0809220334	Haz-Mat Trailer	Hip-Pac	1/29/2009 2
Panther - HP NSG X	0809220340	Haz-Mat Trailer	Hip-Pac	1/29/2009 2
Warrior/Warb-HP	0810010289	Haz-Mat Trailer	HUD	7/7/2009 2
Warrior/Warb-HP	0810010292	Haz-Mat Trailer	HUD	7/7/2009 2
Warrior/Warb-HP	0810010293	Haz-Mat Trailer	HUD	1/29/2009 2
Warrior/Warb-HP	0810010297	Haz-Mat Trailer	HUD	1/29/2009 2
Warrior/Warb-HP	0810010298	Haz-Mat Trailer	HUD	1/29/2009 2
Warrior/Warb-HP	0810010301	Out Of Service	HUD	1/29/2009 2
Panther/New Bell-LP, AGVA	0011070421	Reserve		2/28/2001 4
Panther/New Bell-LP, AGVA	9912210871	Reserve		2/28/2000 4
Sigma - LP	HABL-1048	Reserve		12/31/1995 5
Sigma - LP	HBBL-0250	Reserve		12/31/1995 5
Sigma - LP	HCAG-0836	Reserve		6/30/1994 5
Sigma - LP	HCAG-0837	Reserve		6/30/1994 5
Sigma - LP	HEZG-0207	Reserve		5/31/1993 5
Sigma - LP	HEZG-0246	Reserve		5/31/1993 5
Sigma - LP	HEZG-0209	Reserve		5/31/1993 5
Sigma - LP	HGBN-1291	Reserve		9/30/1998 4
Sigma - LP	HGBN-1318	Reserve		9/30/1998 4
Sigma - LP	HGBN-1319	Reserve		9/30/1998 4
Sigma - LP	HJKK-0569	Reserve		1/31/1995 5
Sigma - LP	HJKK-0572	Reserve		1/31/1995 5
Sigma - LP	HLAK-0290	Reserve		1/31/1995 5

RESOLUTION NO. 2015 – 017

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS, AUTHORIZING THE CITY MANAGER TO ISSUE A PURCHASE ORDER TO CASCO INDUSTRIES INC. FOR THE PURCHASE OF FIREFIGHTING EQUIPMENT (SCBA’S) THROUGH THE HGAC COOPERATIVE PURCHASING PROGRAM IN AN AMOUNT NOT TO EXCEED THREE HUNDRED EIGHT THOUSAND EIGHT HUNDRED TEN DOLLARS AND NO/100 (\$308,810.00); AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, self-contained breathing apparatus are a necessity for providing fire protection; and

WHEREAS, staff has indicated a need to replace existing self-contained breathing apparatus; and

WHEREAS, chapter 271 of the Texas Local Government Code allows a local government to make purchases using cooperative purchasing programs.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS:

SECTION 1: That the City Manager be and is hereby authorized to issue a purchase order to Casco Industries, Inc. for firefighting equipment (SCBA’s) through the HGAC cooperative purchasing program in an amount not to exceed THREE HUNDRED EIGHT THOUSAND EIGHT HUNDRED TEN DOLLARS AND NO/100 (\$308,810.00).

SECTION 2: That this Resolution shall be in full force and effect from and after its passage and approval.

PASSED AND APPROVED in Regular Council Session on this the ____ day of ____, 2015.

ATTEST:

JENNIFER EVANS, CITY SECRETARY

BOB BRUGGEMAN, MAYOR

Attachment: Resolution 2015-017 SCBA [Revision 1] (1253 : RES No. 2015-017 Purchase of new SCBA)

City of Texarkana, Texas

Version: B

Update Date: 1/20/2015 7:56 AM

Briefing Sheet

Lead Department: Assistant City Manager **Action Officer:** Debbie Burk,
Ordinance No. 2015-010 granting a Specific Use Permit to allow the one
Subject: additional use of a hair salon on Tracts 26B and 27A, MEP & P HRS, A-421,
located at 3901 Texas Boulevard. Real Jo Kent, applicant.

Public **Second** **Council**
Briefing: 2/9/2015 **Hearing:** 2/9/2015 **Briefing:** February 23,
2015 **Vote:** 3/9/2015

Item Schedule

Schedule 1: Brief twice - vote once (six weeks)

Updates/History of Briefing:

Executive Summary and Background Information:

This is a request by Real Jo Kent, under contract to purchase, for a Specific Use Permit, SUP, to allow the one additional use of a hair salon on Tracts 26B and 27A of the MEP & P HRS, A-421, located at 3901 Texas Boulevard. The current use of the property is a single family residence. The proposed use is a hair salon.

The adjacent zoning is PD-Office to the north and south and Single Family-2 to the east and west. The adjacent land use is residences to the north and west, Texarkana Terminal FCU to the south and a vacant lot to the east.

This property is zoned Planned Development-Office (PD-O). A Specific Use Permit is required to allow the one additional use of a hair salon in this zoning district.

Since the property is located in a Planned Development district, the applicant will also have to obtain site plan approval. See case Amendment to PD-03-8.

This type use is consistent with uses in the area. The Comprehensive Plan has designated this as a Retail area.

The applicant has indicated that hours of operation will be from 9 a.m. to 6 p.m. Tuesday thru Saturday or by appointment.

All notification and application requirements have been met to consider this request.

Potential Options:

None

Fiscal Implications:

City of Texarkana, Texas

None

Staff Recommendation:

Staff recommends for approval with the following stipulation:

1. Hours of operation for the hair salon will be from 9 a.m. to 6 p.m., Tuesday thru Saturday or by appointment.

Advisory Board/Committee Review:

Planning and Zoning Commission

Board/Committee Recommendation:

The Planning and Zoning Commission unanimously recommended for approval with the following stipulation:

1. Hours of operation for the hair salon will be from 9 a.m. to 6 p.m., Tuesday thru Saturday or by appointment.

Advisory Board/Committee Meeting Date and Minutes:

January 5, 2015

Attachments

- a. Goals and Perspectives (DOCX)
- b. Ord. No. 2015-010 (DOCX)
- c. Map for Ord. No. 2015-010 (PDF)
- d. Exhibit "A" (PDF)

Staff Coordination

Assistant City Manager	Shirley Jaster	Review	Completed
01/15/2015 4:59 PM			
Planning and Community Development	David Orr	Review	Completed
01/15/2015 5:19 PM			
Public Information Officer	Lisa Thompson	PIO Review	Completed
01/15/2015 5:38 PM			
City Manager	John Whitson	City Manager Review	Completed 01/20/2015
7:56 AM			
City Council	Jennifer Evans	Meeting	Completed 01/26/2015
6:00 PM			

City of Texarkana, Texas**Meeting History**

01/26/15 City Council MOVED FORWARD Next: 02/09/15
David Orr briefed this item.

City of Texarkana, Texas

Developing Perspectives and Goals Pending Approval by the City Council:

Perspectives	Goals
Serve the Community	☐ Promote an Environmentally Sensitive & Livable Community ☐ Provide a Safe Community ☐ Deliver Quality Services ☐ Foster a Healthy Community
Run the Operations	☐ Enhance Community Preparedness & Responsiveness ☐ Maximize Partnership Opportunities ☒ Provide Courteous & Responsive Customer Service ☐ Model a Positive City Image ☐ Deliver Efficient Services ☐ Cultivate Community Involvement & Access
Manage the Resources	☐ Maintain Fiscal Strength ☐ Maximize Utilization & Resources ☐ Invest in Infrastructure & Transportation
Develop Personnel	☐ Develop a Skilled & Diverse Workforce ☐ Create a Positive & Rewarding Work Culture

Perspectives and Goals Additional Comments:

None

Resource Impact:

NA

Select One By Clicking Here

Other Potential Impacts:

NA

Public Information Plan:

☒	Newspaper Notice (Required by Statute)	☒	Public Hearing (Required by Statute)
☐	Public Forum/Input Session	☐	Press Release
☐	E-News Distribution	☒	Website Notice
☐	Social Media (Twitter, Facebook, etc.)	☒	Special Mailing
☐	Flyers Posted	☐	Banners Posted
☐	Survey	☐	Automated Phone Call
☐	None Required	☒	Sign posted

Other:

Attachment: Goals and Perspectives (1244 : Ord. No. 2015-010:: S-659:: SUP for hair salon at 3901 Texas B)

S-659

ORDINANCE NO. 2015-010

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS, AMENDING THE ZONING MAP SHOWING THE LOCATION, BOUNDARY AND USE OF CERTAIN PROPERTY BY THE GRANTING OF SPECIFIC USE PERMIT NO. S-659 TO ALLOW THE ONE ADDITIONAL USE OF A HAIR SALON ON TRACTS 26B AND 27A, MEP & P HRS, A-421, LOCATED AT 3901 TEXAS BOULEVARD, IN THE CITY OF TEXARKANA, BOWIE COUNTY, TEXAS; CONTAINING A REPEALER CLAUSE; CONTAINING A SEVERABILITY CLAUSE; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, an application has been filed with the City of Texarkana, Texas, requesting an Amendment to the Zoning Ordinance so as to grant a **Specific Use Permit** to allow the **one additional use of a hair salon** on Tracts 26B and 27A, MEP & P HRS, A-421 (Exhibit "A"), located at 3901 Texas Boulevard, in the City of Texarkana, Bowie County, Texas; and

WHEREAS, the Planning and Zoning Commission of the City of Texarkana, Texas and the City Council of the City of Texarkana, Texas, in compliance with the laws of the State of Texas with reference to the granting of zoning classifications and changes, have given the requisite notices by publication and otherwise, and after holding hearings and affording a full and fair hearing to all property owners generally and to all persons interested and situated in the affected area and in the vicinity thereof; and

WHEREAS, after consideration of said application, the Planning and Zoning Commission of the City of Texarkana, Texas, voted **unanimously five (5) to Zero (0) to recommend** to the City Council of Texarkana, Texas, that a **Specific Use Permit be granted to allow the one additional use of a hair salon** on said property; and

WHEREAS, after consideration of said application and the recommendation of the Planning and Zoning Commission, the City Council of the City of Texarkana, Texas, does hereby find that granting the **Specific Use Permit** is in the best interest of the public health, safety, morals and general welfare of the City;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS:

SECTION 1: That the Zoning Ordinance of the City of Texarkana, Texas, Ordinance No. 127-70, passed and approved on September 14, 1970, be further amended so as to grant **Specific Use Permit numbered S-659 for the purpose of allowing the one additional use of a hair salon** on the following described property, to-wit: **Tracts 26B and 27A, MEP & P HRS, A-421 (Exhibit "A"), located at 3901 Texas Boulevard, in the City of Texarkana, Bowie County, Texas.**

Attachment: Ord. No. 2015-010 [Revision 1] (1244 : Ord. No. 2015-010.: S-659.: SUP for hair salon at 3901 Texas B)

SECTION 2: That the following stipulation is hereby imposed and made a part of this Ordinance:

1. Hours of operation for the hair salon will be from 9 a.m. to 6 p.m., Tuesday through Saturday or by appointment.

SECTION 3: All ordinances or parts of ordinances in conflict herewith are specifically repealed to the extent of such conflict.

SECTION 4: It is further provided that in case a section, clause, sentence or part of this Ordinance shall be deemed or adjudged by a court of competent jurisdiction to be invalid, then such invalidity shall not affect, impair, or invalidate the remainder of this Ordinance.

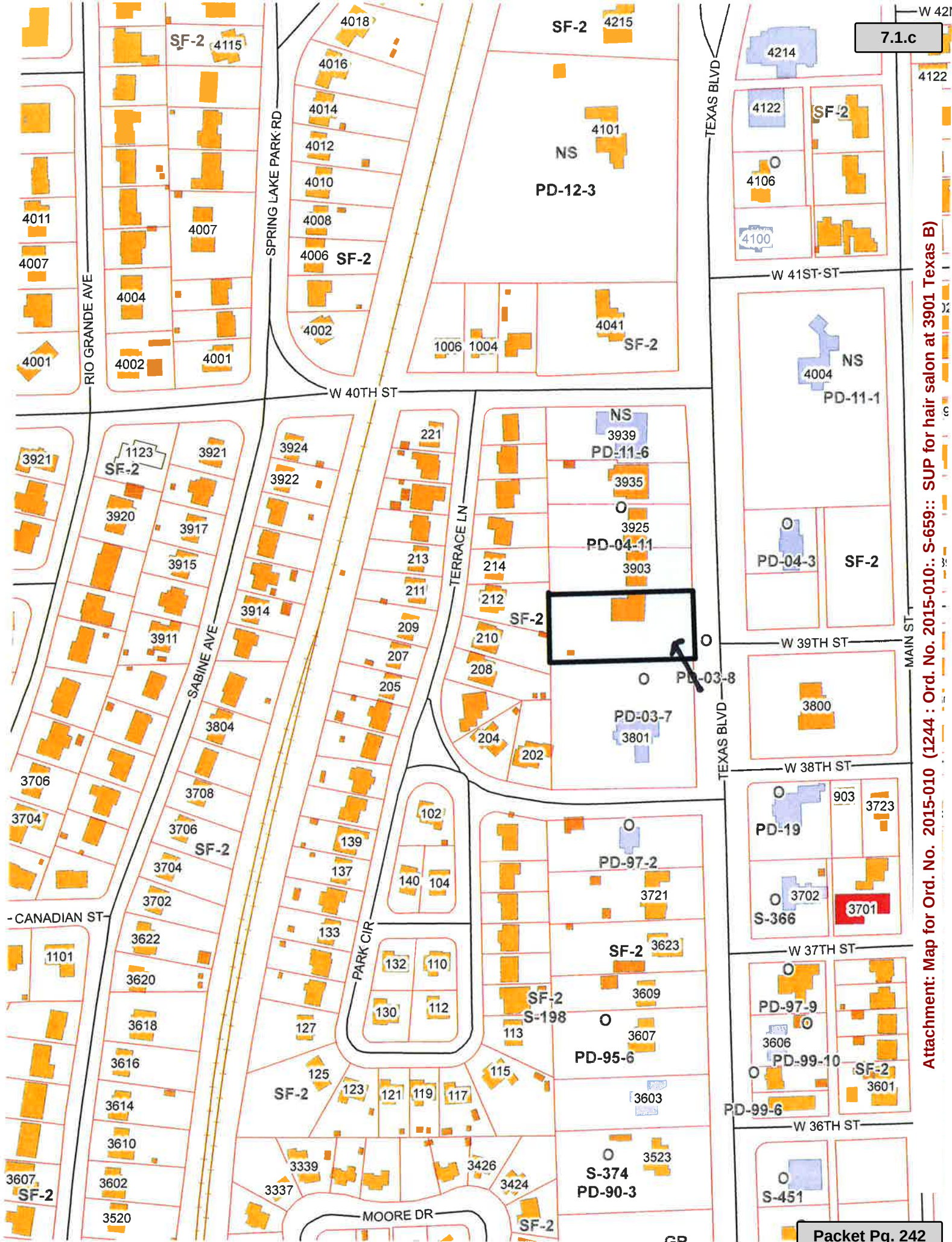
SECTION 5: That this Ordinance shall be in full force and effect from and after its passage and approval.

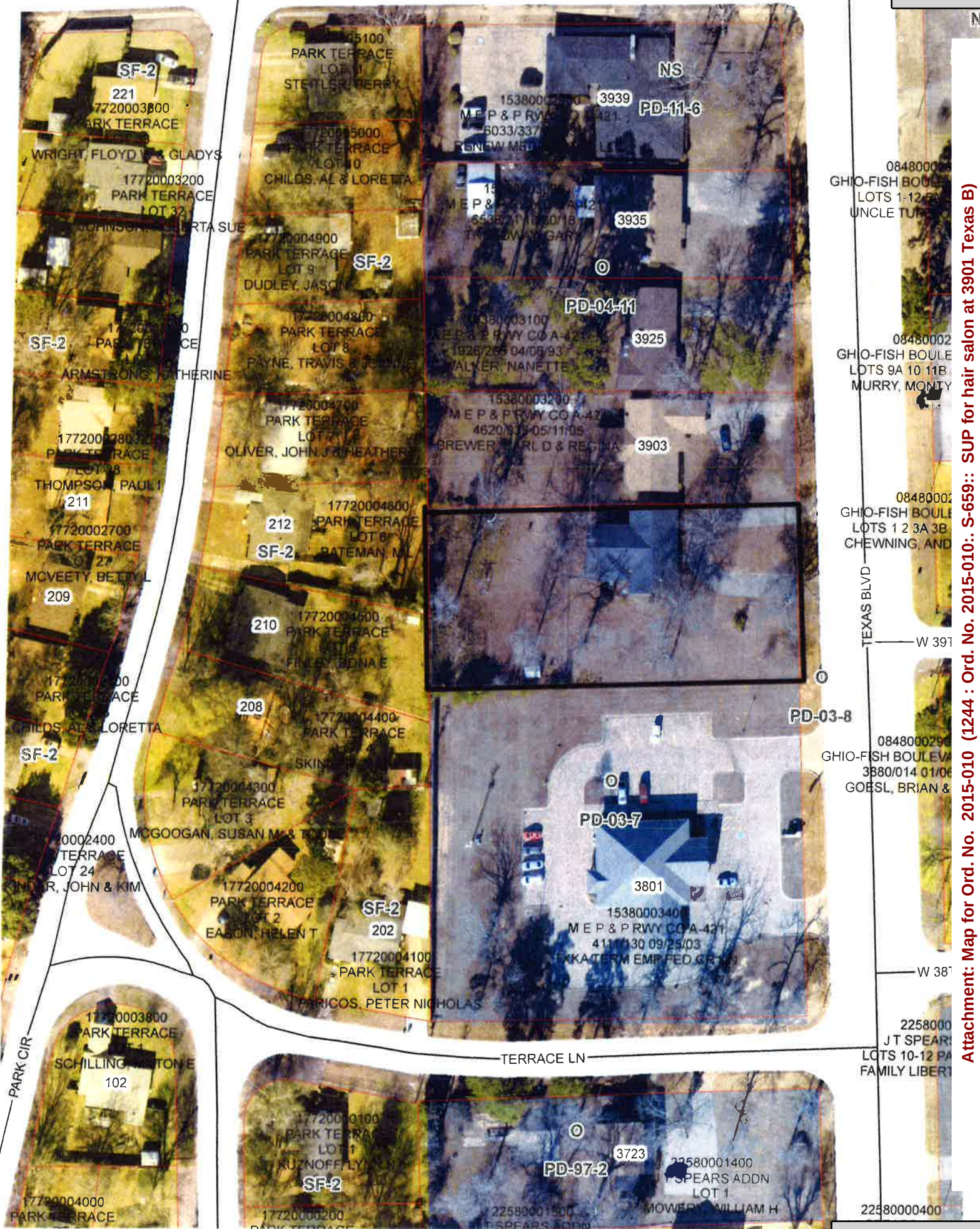
PASSED AND APPROVED in regular Council Session on this the **9th day of March, 2015.**

ATTEST:

JENNIFER EVANS, CITY SECRETARY

BOB BRUGGEMAN, MAYOR





Attachment: Map for Ord. No. 2015-010 (1244 : Ord. No. 2015-010:: S-659:: SUP for hair salon at 3901 Texas B)

EXHIBIT "A"

TRACT NO. 1:

All that certain tract or parcel of land situated in Bowie County, Texas, being a part of Section No. 3, M.E.P.&P. RAILWAY COMPANY HEADRIGHT SURVEY, Abstract No. 421, and a part of Lot Numbered 1 of the subdivision of Mrs. Augustina Ghio Estate Land conveyed to V. A. Ghio, and described by metes and bounds as follows: BEGINNING at a point on the west boundary line of the Texas Boulevard, said point being 50 feet westerly at right angles from the center line of said Texas Boulevard, and being 75.03 feet South and 0.95 feet East of the intersection of the west boundary line of the Texas Boulevard and the north boundary line of said Lot No. 1; THENCE S 0 deg. 43' 50" E. with the west boundary line of Texas Boulevard, 75.04 feet; THENCE N. 88 deg. 13' 30" W., 273.40 feet along a fence to a fence corner in the east boundary line of Park Terrace Addition to the City of Texarkana, Bowie County, Texas; THENCE North with the east boundary line of Park Terrace Addition, along a fence, 75.0 feet to a stake being 75.0 feet south of the north boundary line of aforesaid Lot Number 1; THENCE S 88 deg. 13' 30" E., 272.45 feet to the POINT OF BEGINNING and containing 0.469 acres of land, more or less.

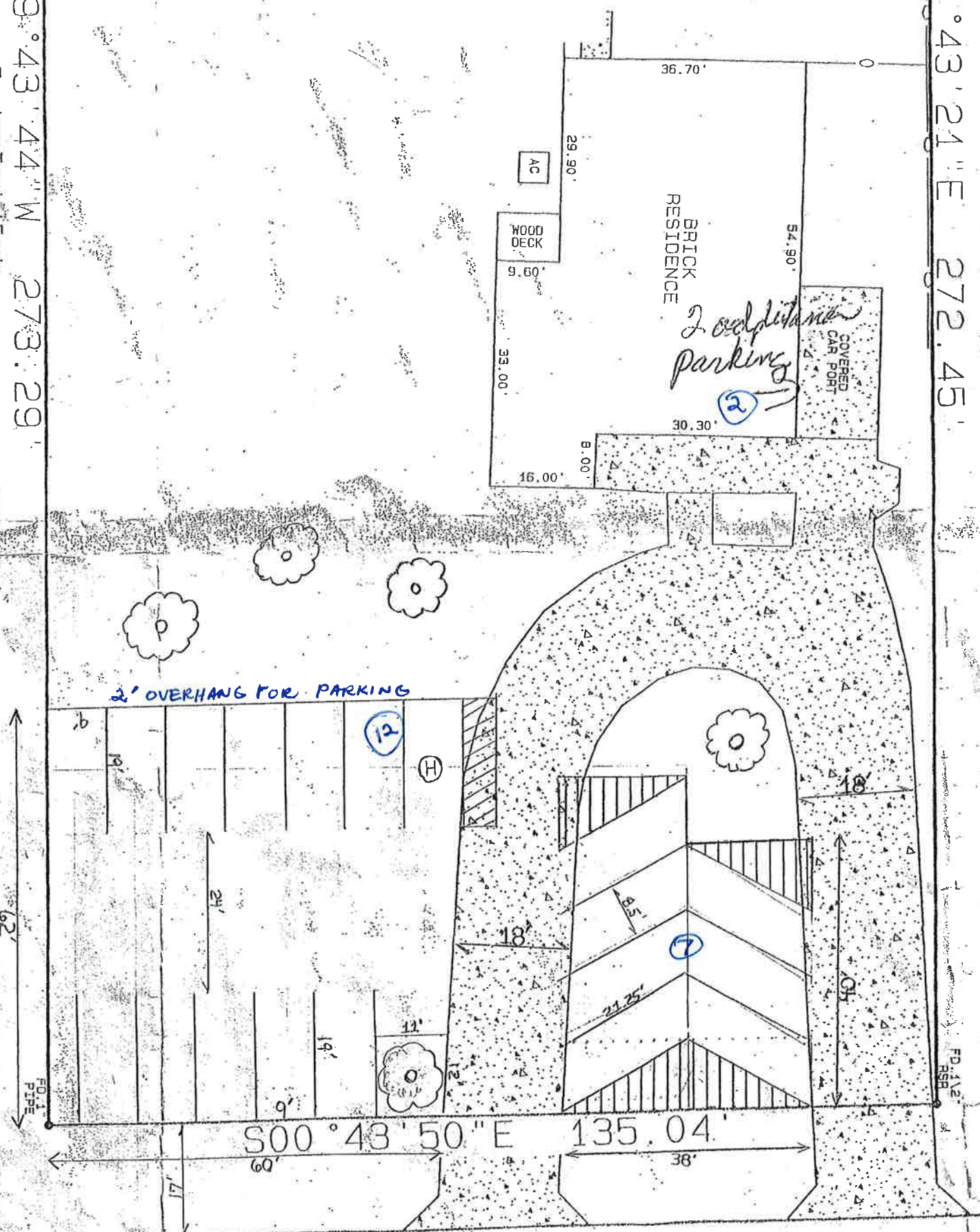
TRACT NO. 2:

All that certain tract or parcel of land situated in Bowie County, Texas, being a part of Section No. 3, M.E.P.&P. RAILWAY COMPANY HEADRIGHT SURVEY, Abstract No. 421, and a part of Lot Numbered 1 of the subdivision of Mrs. Augustina Ghio Estate Land conveyed to V. A. Ghio, and described by metes and bounds as follows: BEGINNING at a point on the west boundary line of Texas Boulevard, said point being 50 feet Westerly and at right angles from the center line of said Texas Boulevard, and being 75.03 feet South and 0.95 feet East of the intersection of the west boundary line of Texas Boulevard and the north boundary line of said Lot No. 1; THENCE S. 0 deg. 43' 50" E., with the west boundary line of Texas Boulevard, 75.04 feet, to the POINT OF BEGINNING for the herein described tract; THENCE N 88 deg. 13' 30" W., 273.40 feet along a fence, and the south boundary line described in that deed from John C. Watts and Edney Ruth Watts Basye to Josh R. Morriss, III and wife, Diana B. Morriss, dated June 30, 1976, and placed of record in Volume 602, Pages 187-189 of the Deed Records of Bowie County, Texas, to a fence corner in the east boundary line of Park Terrace Addition to the City of Texarkana, Bowie County, Texas; THENCE South, with the east boundary line of Park Terrace Addition, to a point for corner in said east boundary line, being 60.00 feet south of said Morriss south boundary line; THENCE S. 88 deg. 13' 30" E, parallel to and 60.00 feet south of the above referenced south boundary line of Morriss, to a point in the west boundary line of Texas Boulevard; THENCE N. 0 deg. 43' 50" W with the west boundary line of Texas Boulevard, 60.00 feet, more or less, to the POINT OF BEGINNING.

589°43'44"W 273.29'

29°43'21"E 272.45'

TexasKana Terminal Employees
Federal Credit Union
Volume 4111 Page 130
Real Property Records



21. parking spaces

TEXAS BLVD. 68' ASPHALT

City of Texarkana, Texas

Version:

Update Date: 1/15/2015 5:11 PM

Briefing Sheet

Lead Department: Assistant City Manager **Action Officer:** Debbie Burk,
Ordinance No. 2015-011 amending PD-03-8(O) for site plan approval to allow a
parking area and signage on Tracts 26B and 27A, MEP & P HRS, A-421,
Subject: located at 3901 Texas Boulevard. Real Jo Kent, applicant.

Public **Second** **Council**
Briefing: 2/9/2015 **Hearing:** 2/9/2015 **Briefing:** February 23, **Vote:** 3/9/2015
2015

Item ScheduleSchedule 1: Brief twice - vote once (six weeks)**Updates/History of Briefing:****Executive Summary and Background Information:**

This is a request by Real Jo Kent, under contract to purchase, for site plan approval on Tracts 26B and 27A of the MEP & P HRS, A-421, located at 3901 Texas Boulevard. The current use of the property is a single family residence. The proposed use is a hair salon.

The adjacent zoning is PD-Office to the north and south and Single Family-2 to the east and west. The adjacent land use is residences to the north and west, Texarkana Terminal FCU to the south and a vacant lot to the east.

The applicant has submitted a site plan (see attached). The existing residential structure will be remodeled for a hair salon with ten (10) stations. Additional parking will be added in front of the proposed salon adjacent to the existing circle drive. A total of 21 parking spaces are shown which should be adequate for clients and employees. Two signs are proposed. One sign is proposed to be located on the front of the building. The second sign is a monument style sign (not to exceed 48 square feet in size) and will be located along Texas Boulevard. Both signs will be metal material and lighted with a spotlight. See attachment for sign rendering.

All notification and application requirements have been met to consider this request.

Potential Options:

None

Fiscal Implications:

None

City of Texarkana, Texas

Staff Recommendation:

Staff recommends for approval of the site plan as shown with the following stipulations:

1. A 7' wooden screening device is required along the west side (rear) of the property where it abuts to residentially zoned property.
2. The existing structure must be remodeled to commercial building codes.

Advisory Board/Committee Review:

Planning and Zoning Commission.

Board/Committee Recommendation:

The Planning and Zoning Commission unanimously recommended for approval with the following stipulations:

1. A 7' wooden screening device is required along the west side (rear) of the property where it abuts to residentially zoned property.
2. A wall sign on building and a monument style sign (not to exceed 48' square feet in size) is allowed.
3. The existing residential structure must be remodeled to commercial building codes.
4. Any outdoor directional lighting must be shielded from any adjacent residential properties.
5. No electronic messaging (CEVMS) signage is allowed.

Advisory Board/Committee Meeting Date and Minutes:

January 5, 2015

Attachments

- a. Goals and Perspectives (DOCX)
- b. Ord. No. 2015-011 (DOCX)
- c. Exhibit "A" (PDF)
- d. Exhibit "B" (PDF)
- e. Exhibit "C" (PDF)
- f. Maps for Ord. No. 2015-011 (PDF)

Staff Coordination

Assistant City Manager	Shirley Jaster	Review	Completed
01/15/2015 5:11 PM			

City of Texarkana, Texas

Planning and Community Development	David Orr	Review	Completed
01/16/2015 9:16 AM			
Public Information Officer	Lisa Thompson	PIO Review	Completed
01/16/2015 9:17 AM			
City Manager	John Whitson	City Manager Review	Completed 01/20/2015
7:59 AM			
City Council	Jennifer Evans	Meeting	Completed 01/26/2015
6:00 PM			

Meeting History

01/26/15 City Council MOVED FORWARD Next: 02/09/15
 David Orr briefed this item.

City of Texarkana, Texas

Developing Perspectives and Goals Pending Approval by the City Council:

Perspectives	Goals
Serve the Community	☐ Promote an Environmentally Sensitive & Livable Community ☐ Provide a Safe Community ☐ Deliver Quality Services ☐ Foster a Healthy Community
Run the Operations	☐ Enhance Community Preparedness & Responsiveness ☐ Maximize Partnership Opportunities ☒ Provide Courteous & Responsive Customer Service ☐ Model a Positive City Image ☐ Deliver Efficient Services ☒ Cultivate Community Involvement & Access
Manage the Resources	☐ Maintain Fiscal Strength ☐ Maximize Utilization & Resources ☐ Invest in Infrastructure & Transportation
Develop Personnel	☐ Develop a Skilled & Diverse Workforce ☐ Create a Positive & Rewarding Work Culture

Perspectives and Goals Additional Comments:

None

Resource Impact:

NA

Select One By Clicking Here

Other Potential Impacts:

NA

Public Information Plan:

☒	Newspaper Notice (Required by Statute)	☒	Public Hearing (Required by Statute)
☐	Public Forum/Input Session	☐	Press Release
☐	E-News Distribution	☒	Website Notice
☐	Social Media (Twitter, Facebook, etc.)	☒	Special Mailing
☐	Flyers Posted	☐	Banners Posted
☐	Survey	☐	Automated Phone Call
☐	None Required	☒	Sign posted

Other:

Amendment to
PD-03-8

ORDINANCE NO. 2015-011

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS, AMENDING PD-03-8(O) FOR SITE PLAN APPROVAL TO ALLOW A PARKING AREA AND SIGNAGE ON TRACTS 26B AND 27A, MEP & P HRS, A-421, LOCATED AT 3901 TEXAS BOULEVARD IN THE CITY OF TEXARKANA, BOWIE COUNTY, TEXAS, CONTAINING A REPEALER CLAUSE; CONTAINING A SEVERABILITY CLAUSE; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, an application has been filed requesting the **approval of a site plan to allow a parking area and signage** (Exhibit “B & “C”) on Tracts 26B and 27A, MEP & P HRS, A-421 (Exhibit “A”), located at 3901 Texas Boulevard in the City of Texarkana, Bowie County, Texas; and

WHEREAS, the Planning and Zoning Commission of the City of Texarkana, Texas and the City Council of the City of Texarkana, Texas, in compliance with the laws of the State of Texas with reference to the granting of zoning classifications and changes, have given the requisite notices by publication and otherwise, and after holding hearings and affording a full and fair hearing to all property owners generally and to all persons interested and situated in the affected area and in the vicinity thereof; and

WHEREAS, after consideration of said application, the Planning and Zoning Commission of the City of Texarkana, Texas, voted **unanimously by a vote of five (5) to zero (0) to recommend approval of the petition for the request for the site plan to allow a parking area and signage** (Exhibits “B” and “C”) to the City Council of Texarkana, Texas; and

WHEREAS, after consideration of said application and the recommendation of the Planning and Zoning Commission, the City Council of the City of Texarkana, Texas, does hereby find that the approval of the site plan for the above described property is in the best interest of the public health, safety, morals and general welfare of the City;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS:

SECTION 1: That the site plan submitted showing the parking area (Exhibit “B”) and signage (Exhibit “C”) on Tracts 26B and 27A, MEP & P HRS, A-421 (Exhibit “A”), located at 3901 Texas Boulevard in the City of Texarkana, Texas, Bowie County, Texas, be and is hereby approved and hereby amends PD-03-8 (O).

Attachment: Ord. No. 2015-011 [Revision 2] (1245 : Ord. No. 2015-011; Amend. to PD-03-8 for site plan app. at 3901 Texas Blvd.)

SECTION 2: That the following stipulations are hereby imposed and made a part of this Ordinance:

1. A 7' wooden screening device is required along the west side (rear) of the property where it abuts to residentially zoned property.
2. A wall sign on building and a monument style sign (not to exceed 48' square feet in size) is allowed.
3. The existing residential structure must be remodeled to commercial building codes.
4. Any outdoor directional lighting must be shielded from any adjacent residential properties.
5. No electronic messaging (CEVMS) signage is allowed.

SECTION 3: It is further provided that in case a section, clause, sentence or part of this Ordinance shall be deemed or adjudged by a court of competent jurisdiction to be invalid, then such invalidity shall not affect, impair, or invalidate the remainder of this Ordinance.

SECTION 4: All Ordinances or parts of Ordinances in conflict herewith are specifically repealed to the extent of such conflict.

SECTION 4: That this Ordinance shall be in full force and effect from and after its passage and approval.

PASSED AND APPROVED in Regular Council Session on this the 9th day of **March, 2015.**

ATTEST:

JENNIFER EVANS, CITY SECRETARY

BOB BRUGGEMAN, MAYOR

EXHIBIT "A"

TRACT NO. 1:

All that certain tract or parcel of land situated in Bowie County, Texas, being a part of Section No. 3, M.E.P.&P. RAILWAY COMPANY HEADRIGHT SURVEY, Abstract No. 421, and a part of Lot Numbered 1 of the subdivision of Mrs. Augustina Ghio Estate Land conveyed to V. A. Ghio, and described by metes and bounds as follows: BEGINNING at a point on the west boundary line of the Texas Boulevard, said point being 50 feet westerly at right angles from the center line of said Texas Boulevard, and being 75.03 feet South and 0.95 feet East of the intersection of the west boundary line of the Texas Boulevard and the north boundary line of said Lot No. 1; THENCE S 0 deg. 43' 50" E. with the west boundary line of Texas Boulevard, 75.04 feet; THENCE N. 88 deg. 13' 30" W., 273.40 feet along a fence to a fence corner in the east boundary line of Park Terrace Addition to the City of Texarkana, Bowie County, Texas; THENCE North with the east boundary line of Park Terrace Addition, along a fence, 75.0 feet to a stake being 75.0 feet south of the north boundary line of aforesaid Lot Number 1; THENCE S 88 deg. 13' 30" E., 272.45 feet to the POINT OF BEGINNING and containing 0.469 acres of land, more or less.

TRACT NO. 2:

All that certain tract or parcel of land situated in Bowie County, Texas, being a part of Section No. 3, M.E.P.&P. RAILWAY COMPANY HEADRIGHT SURVEY, Abstract No. 421, and a part of Lot Numbered 1 of the subdivision of Mrs. Augustina Ghio Estate Land conveyed to V. A. Ghio, and described by metes and bounds as follows: BEGINNING at a point on the west boundary line of Texas Boulevard, said point being 50 feet Westerly and at right angles from the center line of said Texas Boulevard, and being 75.03 feet South and 0.95 feet East of the intersection of the west boundary line of Texas Boulevard and the north boundary line of said Lot No. 1; THENCE S. 0 deg. 43' 50" E., with the west boundary line of Texas Boulevard, 75.04 feet, to the POINT OF BEGINNING for the herein described tract; THENCE N 88 deg. 13' 30" W., 273.40 feet along a fence, and the south boundary line described in that deed from John C. Watts and Edney Ruth Watts Basye to Josh R. Morriss, III and wife, Diana B. Morriss, dated June 30, 1976, and placed of record in Volume 602, Pages 187-189 of the Deed Records of Bowie County, Texas, to a fence corner in the east boundary line of Park Terrace Addition to the City of Texarkana, Bowie County, Texas; THENCE South, with the east boundary line of Park Terrace Addition, to a point for corner in said east boundary line, being 60.00 feet south of said Morriss south boundary line; THENCE S. 88 deg. 13' 30" E, parallel to and 60.00 feet south of the above referenced south boundary line of Morriss, to a point in the west boundary line of Texas Boulevard; THENCE N. 0 deg. 43' 50" W with the west boundary line of Texas Boulevard, 60.00 feet, more or less, to the POINT OF BEGINNING.

0. 1. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. 16. 17. 18. 19. 20. 21. 22. 23. 24. 25. 26. 27. 28. 29. 30. 31. 32. 33. 34. 35. 36. 37. 38. 39. 40. 41. 42. 43. 44. 45. 46. 47. 48. 49. 50. 51. 52. 53. 54. 55. 56. 57. 58. 59. 60. 61. 62. 63. 64. 65. 66. 67. 68. 69. 70. 71. 72. 73. 74. 75. 76. 77. 78. 79. 80. 81. 82. 83. 84. 85. 86. 87. 88. 89. 90. 91. 92. 93. 94. 95. 96. 97. 98. 99. 100. 101. 102. 103. 104. 105. 106. 107. 108. 109. 110. 111. 112. 113. 114. 115. 116. 117. 118. 119. 120. 121. 122. 123. 124. 125. 126. 127. 128. 129. 130. 131. 132. 133. 134. 135. 136. 137. 138. 139. 140. 141. 142. 143. 144. 145. 146. 147. 148. 149. 150. 151. 152. 153. 154. 155. 156. 157. 158. 159. 160. 161. 162. 163. 164. 165. 166. 167. 168. 169. 170. 171. 172. 173. 174. 175. 176. 177. 178. 179. 180. 181. 182. 183. 184. 185. 186. 187. 188. 189. 190. 191. 192. 193. 194. 195. 196. 197. 198. 199. 200. 201. 202. 203. 204. 205. 206. 207. 208. 209. 210. 211. 212. 213. 214. 215. 216. 217. 218. 219. 220. 221. 222. 223. 224. 225. 226. 227. 228. 229. 230. 231. 232. 233. 234. 235. 236. 237. 238. 239. 240. 241. 242. 243. 244. 245. 246. 247. 248. 249. 250. 251. 252. 253. 254. 255. 256. 257. 258. 259. 260. 261. 262. 263. 264. 265. 266. 267. 268. 269. 270. 271. 272. 273. 274. 275. 276. 277. 278. 279. 280. 281. 282. 283. 284. 285. 286. 287. 288. 289. 290. 291. 292. 293. 294. 295. 296. 297. 298. 299. 300. 301. 302. 303. 304. 305. 306. 307. 308. 309. 310. 311. 312. 313. 314. 315. 316. 317. 318. 319. 320. 321. 322. 323. 324. 325. 326. 327. 328. 329. 330. 331. 332. 333. 334. 335. 336. 337. 338. 339. 340. 341. 342. 343. 344. 345. 346. 347. 348. 349. 350. 351. 352. 353. 354. 355. 356. 357. 358. 359. 360. 361. 362. 363. 364. 365. 366. 367. 368. 369. 370. 371. 372. 373. 374. 375. 376. 377. 378. 379. 380. 381. 382. 383. 384. 385. 386. 387. 388. 389. 390. 391. 392. 393. 394. 395. 396. 397. 398. 399. 400. 401. 402. 403. 404. 405. 406. 407. 408. 409. 410. 411. 412. 413. 414. 415. 416. 417. 418. 419. 420. 421. 422. 423. 424. 425. 426. 427. 428. 429. 430. 431. 432. 433. 434. 435. 436. 437. 438. 439. 440. 441. 442. 443. 444. 445. 446. 447. 448. 449. 450. 451. 452. 453. 454. 455. 456. 457. 458. 459. 460. 461. 462. 463. 464. 465. 466. 467. 468. 469. 470. 471. 472. 473. 474. 475. 476. 477. 478. 479. 480. 481. 482. 483. 484. 485. 486. 487. 488. 489. 490. 491. 492. 493. 494. 495. 496. 497. 498. 499. 500. 501. 502. 503. 504. 505. 506. 507. 508. 509. 510. 511. 512. 513. 514. 515. 516. 517. 518. 519. 520. 521. 522. 523. 524. 525. 526. 527. 528. 529. 530. 531. 532. 533. 534. 535. 536. 537. 538. 539. 540. 541. 542. 543. 544. 545. 546. 547. 548. 549. 550. 551. 552. 553. 554. 555. 556. 557. 558. 559. 560. 561. 562. 563. 564. 565. 566. 567. 568. 569. 570. 571. 572. 573. 574. 575. 576. 577. 578. 579. 580. 581. 582. 583. 584. 585. 586. 587. 588. 589. 590. 591. 592. 593. 594. 595. 596. 597. 598. 599. 600. 601. 602. 603. 604. 605. 606. 607. 608. 609. 610. 611. 612. 613. 614. 615. 616. 617. 618. 619. 620. 621. 622. 623. 624. 625. 626. 627. 628. 629. 630. 631. 632. 633. 634. 635. 636. 637. 638. 639. 640. 641. 642. 643. 644. 645. 646. 647. 648. 649. 650. 651. 652. 653. 654. 655. 656. 657. 658. 659. 660. 661. 662. 663. 664. 665. 666. 667. 668. 669. 670. 671. 672. 673. 674. 675. 676. 677. 678. 679. 680. 681. 682. 683. 684. 685. 686. 687. 688. 689. 690. 691. 692. 693. 694. 695. 696. 697. 698. 699. 700. 701. 702. 703. 704. 705. 706. 707. 708. 709. 710. 711. 712. 713. 714. 715. 716. 717. 718. 719. 720. 721. 722. 723. 724. 725. 726. 727. 728. 729. 730. 731. 732. 733. 734. 735. 736. 737. 738. 739. 740. 741. 742. 743. 744. 745. 746. 747. 748. 749. 750. 751. 752. 753. 754. 755. 756. 757. 758. 759. 760. 761. 762. 763. 764. 765. 766. 767. 768. 769. 770. 771. 772. 773. 774. 775. 776. 777. 778. 779. 780. 781. 782. 783. 784. 785. 786. 787. 788. 789. 790. 791. 792. 793. 794. 795. 796. 797. 798. 799. 800. 801. 802. 803. 804. 805. 806. 807. 808. 809. 810. 811. 812. 813. 814. 815. 816. 817. 818. 819. 820. 821. 822. 823. 824. 825. 826. 827. 828. 829. 830. 831. 832. 833. 834. 835. 836. 837. 838. 839. 840.

589° 43' 44" W 273° 29'

273:29

Federal Credit Union

Volume 4111, Page 130

Real Property Records



TEXAS BLVD. 68' ASPHALT

Rail Property Records

Attachment: Exhibit "B" (1245 : Ord. No. 2015-011; Amend. to PD-03-8 for site plan app. at 3901 Texas Blvd.)

589° 43' 44" W 273:29

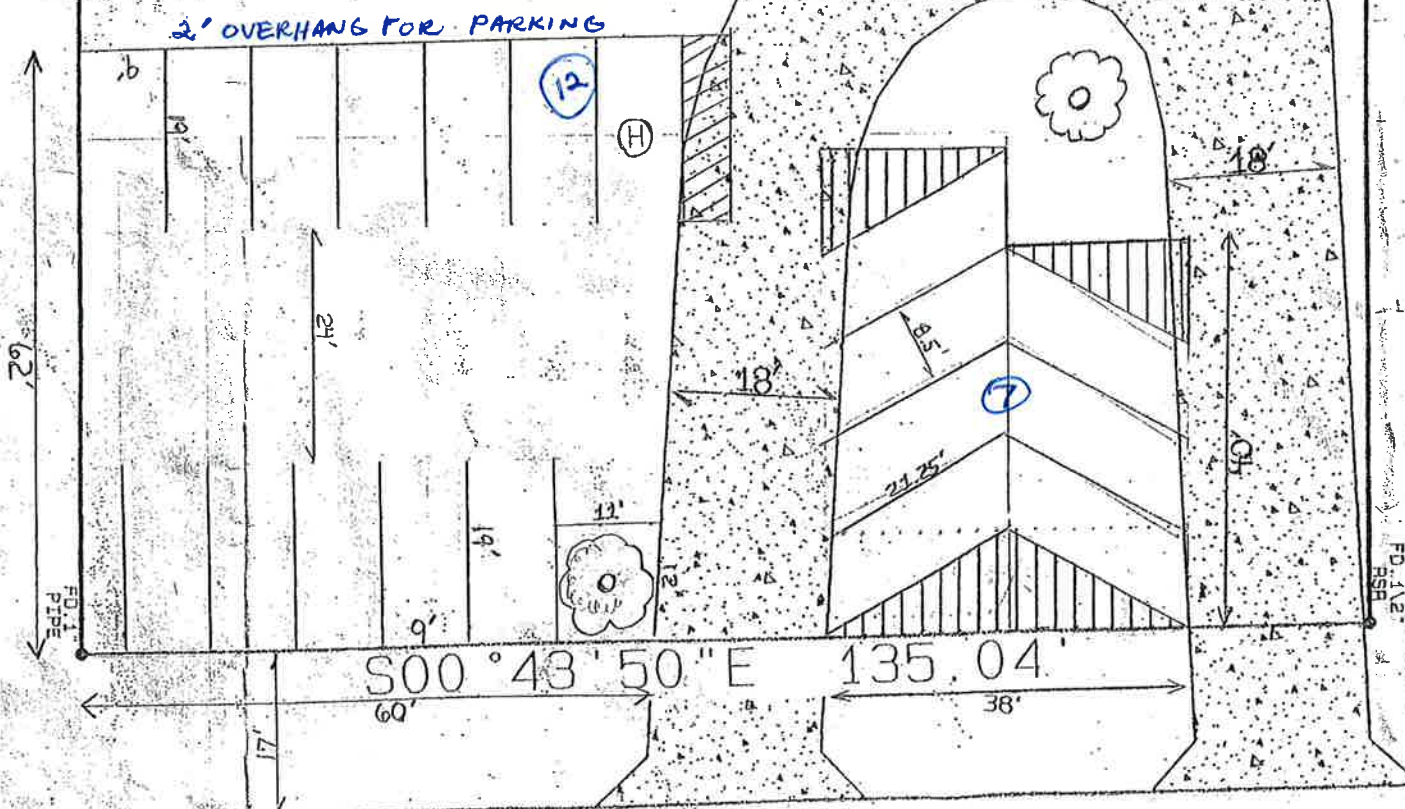
9° 43' 21" E 272.45

Texarkana Terminal Employees

Federal Credit Union

Volume 4111, Page 130

Real Property Records



2.1. parking spaces

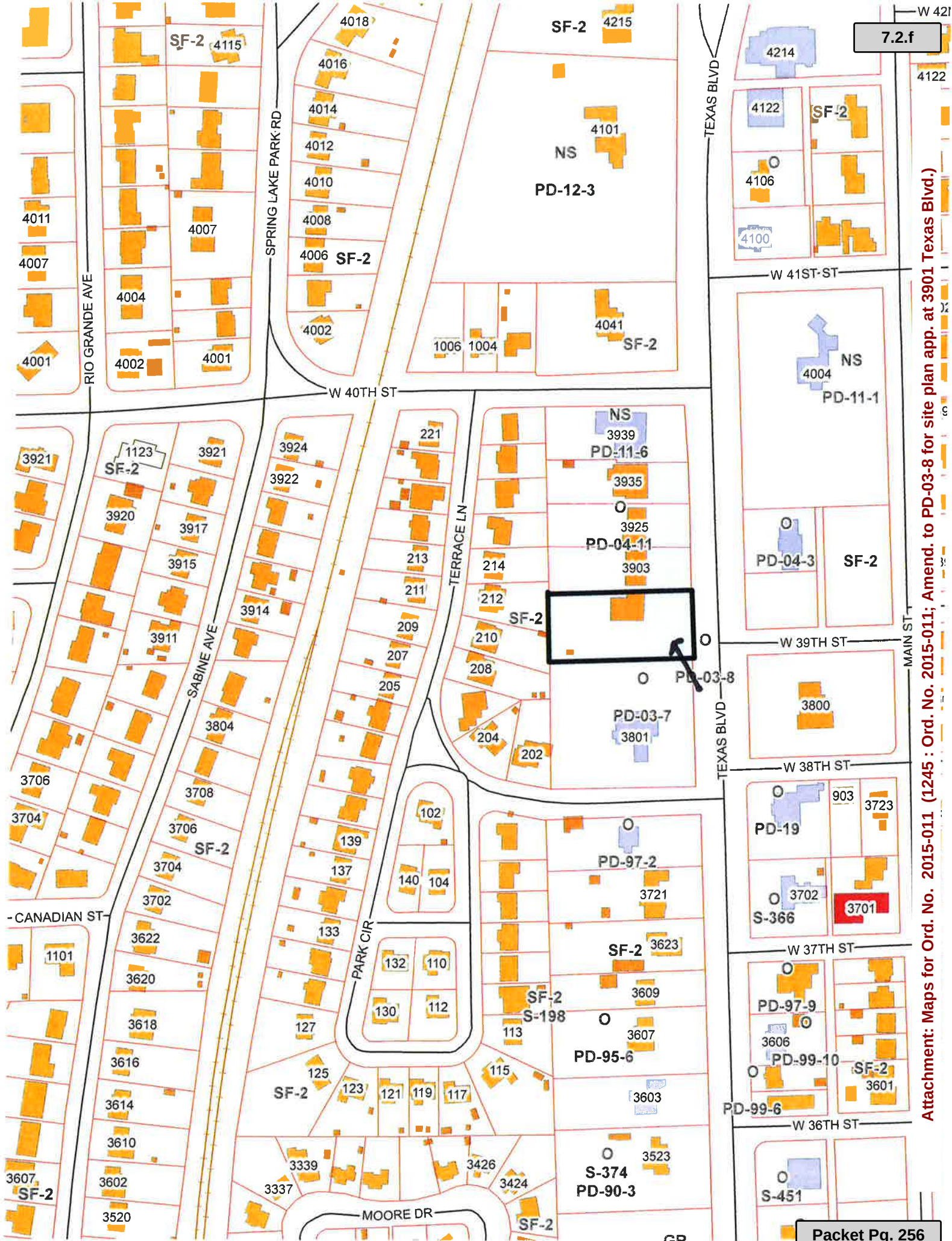
TEXAS BLVD.. 68' ASPHALT

SAMPLE OF PROPOSED SIGNS

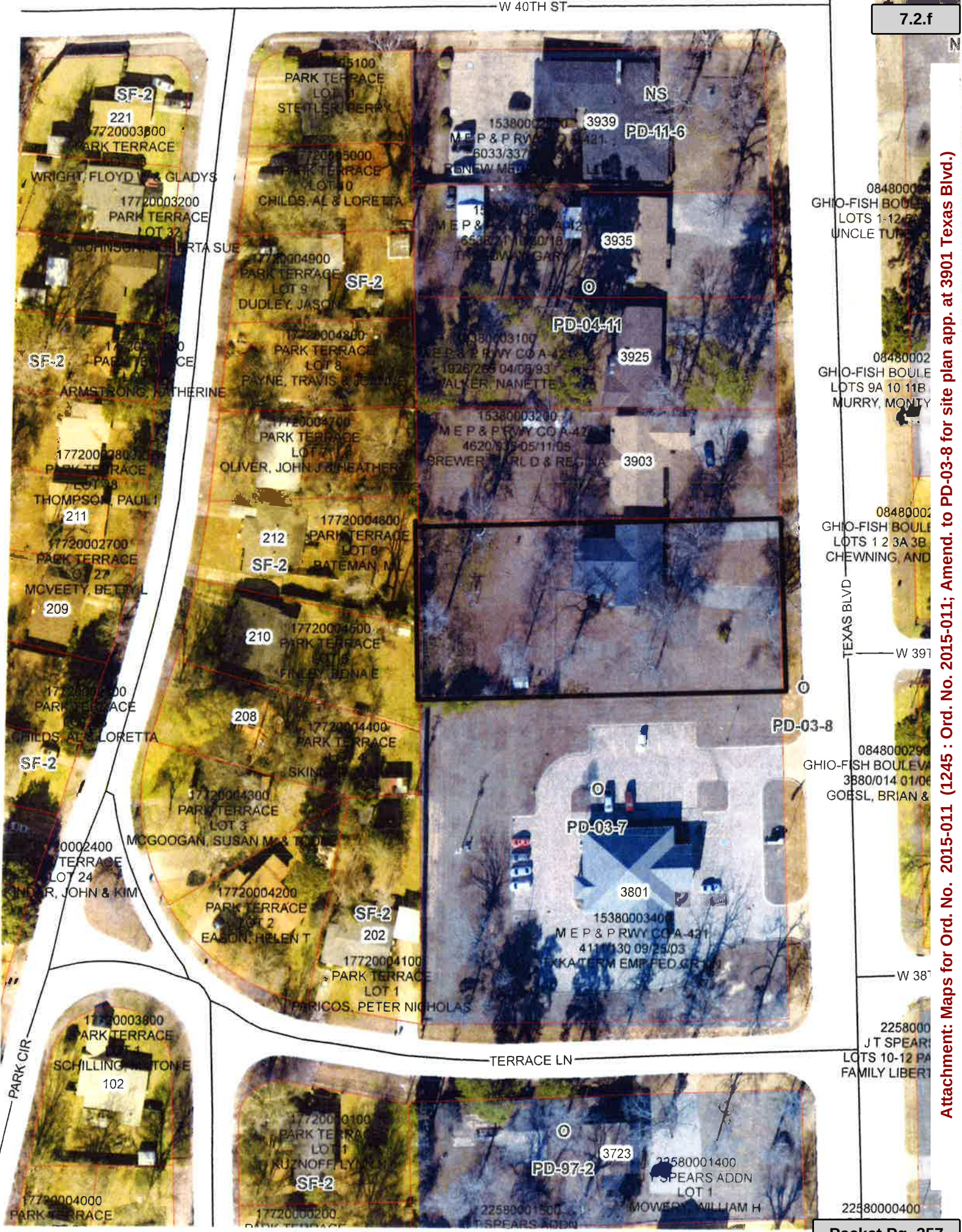
EXHIBIT "C"



Attachment: Exhibit "C" (1245 : Ord. No. 2015-011; Amend. to PD-03-8 for site plan app. at 3901 Texas Blvd.)
exceed 48 square feet in size.



Attachment: Maps for Ord. No. 2015-011 (1245 : Ord. No. 2015-011; Amend. to PD-03-8 for site plan app. at 3901 Texas Blvd.)



City of Texarkana, Texas

Version: A

Update Date: 1/20/2015 8:14 AM

Briefing Sheet

Lead Department: Assistant City Manager **Action Officer:** Debbie Burk,
Ordinance No. 2015-012 rezoning Lot 3, Rose Acres Annex Addition, located
at 602 South Bishop Street. Industrial-1 to Single Family-2. Verna Cellars,
Subject: applicant. Alice Bursey Johnson, agent.

Briefing: 2/9/2015 **Public** **Second** February 23, **Council**
Hearing: 2/9/2015 **Briefing:** 2015 **Vote:** 3/9/2015

Item Schedule

Schedule 1: Brief twice - vote once (six weeks)

Updates/History of Briefing:

Executive Summary and Background Information:

This is a request by Verna Cellars, owner, and Alice Bursey Johnson, agent, to rezone Lot 3, Rose Acres Annex Addition, located at 602 South Bishop Street from Industrial-1 (I-1) to Single Family-2 (SF-2). This property is currently vacant land. The proposed use is a single family residence.

The adjacent zoning is Industrial-1 to the north and west, SF-2 to the south and Jarvis Parkway to the east. The adjacent land use is an industrial type business to the north, a residence to the south, Jarvis Parkway to the east and vacant property to the west.

The Comprehensive Plan has designated this as an Industrial area.

The applicant has requested to construct a single family residence at this location. Based on the City's Zoning Ordinance, a single family residence is not an allowed use in the Industrial zoning district. Therefore, the applicant is requesting that the property be rezoned to Single Family-2 in order to be in conformance with the Zoning Ordinance.

All notification and application requirements have been met to consider this request.

Note: This address will need to be changed to comply with the new addressing for this area. It was previously known as 602 before additional housing was constructed on this street.

Potential Options:

None

Fiscal Implications:

None

Staff Recommendation:

City of Texarkana, Texas

The property to the south was rezoned to Single Family-2 in 2011 to allow the construction of a new single family residence. In addition, there are several single family residences still located in this area of South Bishop Street. Therefore, staff recommends for approval of this request.

City Manager Comment: Throughout Texarkana there exists “mix-and-mingle” type development patterns where industrial/commercial use will be adjacent to residential and then back to some other higher use development. Some the pattern has been caused by annexations and some by city zoning decisions. While this staff report states that this area is designated to be industrial the city continues to permit more “mix-and-mingle” development. Each approval contrary to the Comprehensive Plan further weakens the Comprehensive Plan. The weaker the Comprehensive Plan the less effect the plan becomes and less likely the plan can ever be used as strong evidence when the city council chooses to deny a rezoning request and cites the plan as the basis for the denial.

Advisory Board/Committee Review:

Planning and Zoning Commission.

Board/Committee Recommendation:

The Planning and Zoning Commission unanimously recommended for approval of this request.

Advisory Board/Committee Meeting Date and Minutes:

January 5, 2015.

Attachments

- a. Goals and Perspectives (DOCX)
- b. Ord. No. 2015-012 (DOCX)
- c. Maps for Ord. 2015-012 (PDF)

Staff Coordination

| | | | |
|------------------------------------|----------------|---------------------|----------------------|
| Assistant City Manager | Shirley Jaster | Review | Completed |
| 01/15/2015 5:20 PM | | | |
| Planning and Community Development | David Orr | Review | Completed |
| 01/16/2015 9:16 AM | | | |
| Public Information Officer | Lisa Thompson | PIO Review | Completed |
| 01/16/2015 9:19 AM | | | |
| City Manager | John Whitson | City Manager Review | Completed 01/20/2015 |
| 8:14 AM | | | |
| City Council | Jennifer Evans | Meeting | Completed 01/26/2015 |
| 6:00 PM | | | |

Meeting History

01/26/15 City Council MOVED FORWARD Next: 02/09/15

City of Texarkana, Texas

David Orr briefed this item.

City of Texarkana, Texas

Developing Perspectives and Goals Pending Approval by the City Council:

| Perspectives | Goals |
|----------------------|---|
| Serve the Community | ☐ Promote an Environmentally Sensitive & Livable Community
☐ Provide a Safe Community
☐ Deliver Quality Services
☐ Foster a Healthy Community |
| Run the Operations | ☐ Enhance Community Preparedness & Responsiveness
☐ Maximize Partnership Opportunities
☐ Provide Courteous & Responsive Customer Service
☒ Model a Positive City Image
☐ Deliver Efficient Services
☒ Cultivate Community Involvement & Access |
| Manage the Resources | ☐ Maintain Fiscal Strength
☐ Maximize Utilization & Resources
☐ Invest in Infrastructure & Transportation |
| Develop Personnel | ☐ Develop a Skilled & Diverse Workforce
☐ Create a Positive & Rewarding Work Culture |

Perspectives and Goals Additional Comments:

None

Resource Impact:

NA

Select One By Clicking Here

Other Potential Impacts:

NA

Public Information Plan:

| | | | |
|-------------------------------------|--|-------------------------------------|--------------------------------------|
| ☒ | Newspaper Notice (Required by Statute) | ☒ | Public Hearing (Required by Statute) |
| ☐ | Public Forum/Input Session | ☐ | Press Release |
| ☐ | E-News Distribution | ☒ | Website Notice |
| ☐ | Social Media (Twitter, Facebook, etc.) | ☒ | Special Mailing |
| ☐ | Flyers Posted | ☐ | Banners Posted |
| ☐ | Survey | ☐ | Automated Phone Call |
| ☐ | None Required | ☒ | Sign posted |

Other:

Z-15-1

ORDINANCE NO. 2015-012

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS, AMENDING THE ZONING ORDINANCE OF THE CITY OF TEXARKANA, TEXAS, BY REZONING LOT 3, ROSE ACRES ANNEX ADDITION, LOCATED AT 602 SOUTH BISHOP STREET IN THE CITY OF TEXARKANA, BOWIE COUNTY, TEXAS FROM INDUSTRIAL-1 TO SINGLE FAMILY-2; CONTAINING A REPEALER CLAUSE; CONTAINING A SEVERABILITY CLAUSE; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, an application has been filed requesting an amendment to the Zoning Ordinance of the City of Texarkana, Texas, to rezone Lot 3, Rose Acres Annex Addition, located at 602 South Bishop Street, in the City of Texarkana, Bowie County, Texas, from **Industrial-1 to Single Family-2**; and

WHEREAS, the Planning and Zoning Commission of the City of Texarkana, Texas and the City Council of the City of Texarkana, Texas, in compliance with the laws of the State of Texas with reference to the granting of zoning classifications and changes, have given the requisite notices by publication and otherwise, and after holding hearings and affording a full and fair hearing to all property owners generally and to all persons interested and situated in the affected area and in the vicinity thereof; and

WHEREAS, after consideration of said application, the Planning and Zoning Commission of the City of Texarkana, Texas **voted five (5) to zero (0) to recommend approval of the application for rezoning from Industrial-1 to Single Family-2** to the City Council of Texarkana, Texas; and

WHEREAS, after consideration of said application and the recommendation of the Planning and Zoning Commission, the City Council of the City of Texarkana, Texas, does hereby find that rezoning the property from **Industrial-1 to Single Family-2** is in the best interest of the public health, safety, morals and general welfare of the City;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS:

SECTION 1: That the Zoning Ordinance of the City of Texarkana, Texas, Ordinance No. 127-70, passed and approved on September 14, 1970, be and is hereby further amended to rezone Lot 3, Rose Acres Annex Addition, located at 602 South Bishop Street in the City of Texarkana, Bowie County, Texas, from **Industrial-1 to Single Family-2**.

SECTION 2: It is further provided that in case a section, clause, sentence or part of this Ordinance shall be deemed or adjudged by a court of competent jurisdiction to be invalid, then such invalidity shall not affect, impair, or invalidate the remainder of this Ordinance.

Attachment: Ord. No. 2015-012 (1246 : Ord. No. 2015-012: Z-15-1: 602 S. Bishop. I-1 to SF-2)

SECTION 3: All Ordinances or parts of Ordinances in conflict herewith are specifically repealed to the extent of such conflict.

SECTION 4: That this Ordinance shall be in full force and effect from and after its passage and approval.

PASSED AND APPROVED in Regular Council Session on this the **9th day of March, 2015.**

ATTEST:

JENNIFER EVANS, CITY SECRETARY

BOB BRUGGEMAN, MAYOR

Attachment: Ord. No. 2015-012 (1246 : Ord. No. 2015-012: Z-15-1: 602 S. Bishop. I-1 to SF-2)

4415

I-1

I-1

WACO ST

4401

I-1

I-1

I-1

S BISHOP RD

Jarvis Parkway

I-1

I-1

Attachment: Maps for Ord. 2015-012 (1246 : Ord. No. 2015-012: Z-15-1: 602 S. Bishop. I-1 to SF-2)

515

I-1

SF-2

524

605

O

606

I-1

608

607

SF-2

I-1

I-1

I-1



City of Texarkana, Texas

Briefing Sheet

Version: B

Update Date: 1/7/2015 2:25 PM

Lead Department: Human Resources **Action Officer:** Jim Powell, Director of Human Resources
Subject: Resolution No. 2015-004 adoption of recommended revisions to Human Resources Handbook.
Briefing: 2/9/2015 **Public Hearing:** 1/26/2015 **Second Briefing:** February 9, 2015 **Council Vote:** 2/23/2015

| Item Schedule |
|---------------|
| |

Updates/History of Briefing:

NOT APPLICABLE

Executive Summary and Background Information:

It was determined in August, 2013, that the current Personnel Policy Manual was difficult to navigate and, in some instances, hard to interpret. A few HR issues needed to be addressed for the first time. A significant overhaul of the document was initiated in early 2014. A draft was developed by June, 2014. The draft was reviewed and edited by an evaluation committee, attorney Louise Tausch and senior staff.

Potential Options:

- None
-

Fiscal Implications:

Various reductions in personnel related expenditures.

Staff Recommendation:

Adoption of Human Resources Handbook

Advisory Board/Committee Review:

Employee Review Committee
 City Attorney Review
 Senior Staff Review

Board/Committee Recommendation:

Each review recommended approval with suggested revisions incorporated.

Advisory Board/Committee Meeting Date and Minutes:

NOT APPLICABLE

City of Texarkana, Texas

Attachments

- a. Goals and Perspectives (DOCX)
- b. 2015-004 resolution (DOC)
- c. Change Summary Doc (DOCX)
- d. HR HANDBOOK PRESENTATION 1 2015 A (PDF)
- e. HR HANDBOOK PRESENTATION 2015 PIO (PDF)
- f. Recommendation for Vacation Pay Options (DOCX)
- g. Recommendation for Overtime Calculation Revision (DOCX)

Staff Coordination

| | | | | |
|------------------------------------|--------------------|------------------------|------------|------------|
| Human Resources | Jim Powell | Department Head Review | Completed | |
| | 12/23/2014 1:06 PM | | | |
| Parks, Recreation & Health | | Robby Robertson | Review | Completed |
| | 01/06/2015 2:43 PM | | | |
| Police | Dan Shiner | Review | Completed | 01/06/2015 |
| 2:46 PM | | | | |
| Information Technology | | Bobby Bean | Review | Completed |
| | 01/06/2015 2:57 PM | | | |
| Building Code Administration | | Lynn Henry | Review | Completed |
| | 01/06/2015 3:15 PM | | | |
| Fire Department | Eric Schlotter | Review | Completed | 01/06/2015 |
| 4:12 PM | | | | |
| Public Works Department | | Kyle Dooley | Review | Completed |
| | 01/06/2015 4:18 PM | | | |
| Planning and Community Development | | David Orr | Review | Completed |
| | 01/06/2015 5:50 PM | | | |
| Finance Department | Charlie Bassett | Review | Completed | 01/07/2015 |
| 3:37 PM | | | | |
| Water Utilities | Jennifer Evans | Review | Skipped | 01/12/2015 |
| 6:38 PM | | | | |
| Assistant City Manager | | Jennifer Evans | Review | Skipped |
| | 01/12/2015 6:38 PM | | | |
| City Attorney | Jennifer Evans | Review | Skipped | 01/12/2015 |
| 6:38 PM | | | | |
| Public Information Officer | | Jennifer Evans | PIO Review | Skipped |
| | 01/12/2015 6:38 PM | | | |
| City Manager | John Whitson | City Manager Review | Completed | 02/05/2015 |
| 10:27 AM | | | | |
| City Council | Jennifer Evans | Meeting | Completed | 01/12/2015 |
| 6:00 PM | | | | |

Meeting History

| | | | |
|----------|--------------|---------------|----------------|
| 01/12/15 | City Council | MOVED FORWARD | Next: 01/26/15 |
| 01/26/15 | City Council | MOVED FORWARD | Next: 02/09/15 |

City of Texarkana, Texas

Developing Perspectives and Goals Pending Approval by the City Council:

| Perspectives | Goals |
|----------------------|---|
| Serve the Community | ☐ Promote an Environmentally Sensitive & Livable Community
☐ Provide a Safe Community
☐ Deliver Quality Services
☐ Foster a Healthy Community |
| Run the Operations | ☐ Enhance Community Preparedness & Responsiveness
☐ Maximize Partnership Opportunities
☐ Provide Courteous & Responsive Customer Service
☐ Model a Positive City Image
☐ Deliver Efficient Services
☐ Cultivate Community Involvement & Access |
| Manage the Resources | ☐ Maintain Fiscal Strength
☐ Maximize Utilization & Resources
☐ Invest in Infrastructure & Transportation |
| Develop Personnel | ☐ Develop a Skilled & Diverse Workforce
☐ Create a Positive & Rewarding Work Culture |

Perspectives and Goals Additional Comments:

(Insert Text Here/or say "NONE")

Resource Impact:

Staff time required if item is approved: Select One By Clicking Here

Other Potential Impacts:

List or say "NONE APPLICABLE"

Public Information Plan:

| | |
|---|---|
| ☐ Newspaper Notice (Required by Statute) | ☐ Public Hearing (Required by Statute) |
| ☐ Public Forum/Input Session | ☐ Press Release |
| ☐ E-News Distribution | ☐ Website Notice |
| ☐ Social Media (Twitter, Facebook, etc.) | ☐ Special Mailing |
| ☐ Flyers Posted | ☐ Banners Posted |
| ☐ Survey | ☐ Automated Phone Call |
| ☐ None Required | ☐ |

Other:

RESOLUTION NO. 2015 -004

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS, APPROVING RECOMMENDED REVISIONS TO THE HUMAN RESOURCES HANDBOOK; REPEALING ALL ORDINANCES AND RESOLUTIONS IN CONFLICT HERewith TO THE EXTENT OF SUCH CONFLICT; PROVIDING FOR A SEVERABILITY CLAUSE; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, the Human Resources Handbook has been formulated by the Human Resources Director as a part of a comprehensive review and revision of policy related to employment, personnel actions, leave, compensation, benefits, conduct and work environment; and

WHEREAS, the Human Resources Director reviewed policy recommended by the Texas Municipal Human Resources Association, written and approved by Lynn, Ross and Gannaway, L.L.C.; and

WHEREAS, the Human Resources Director reviewed current policy from the City of Cedar Hill, Texas, Mesquite, Texas, Longview, Texas and Pearland, Texas before proposing revisions to the Human Resources Handbook; and

WHEREAS, an employee evaluation committee representing the Police, Fire, Health, Public Works, Parks, Fleet, Water, and Finance Departments participated in a review of the draft policy document submitted by the Human Resources Director; and

WHEREAS, the completed evaluation committee review was submitted to attorney, Louise Tausch of Atchley, Russell, Waldrop & Hlavinka, L.L.P. for vetting; and

WHEREAS, the completed Human Resources Handbook was submitted to senior staff for final review and completion; and

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF TEXARKANA, TEXAS:

SECTION 1: The recommended revisions to the Human Resources Handbook are hereby approved and adopted in their entirety to read as set forth in Exhibit 1 attached hereto and made a part hereof by reference.

SECTION 2: That this Resolution shall be in full force and effect from and after its passage and approval.

PASSED AND APPROVED in Regular Council Session on this the 23rd day of February, 2015.

ATTEST:

JENNIFER EVANS, CITY SECRETARY

BOB BRUGGEMAN, MAYOR

Summary Changes to HR Handbook

Introduction:

Amendment of Policy: Page 4 allows amendments to the HR Handbook by the City Manager. Amendments of substance require Council approval.

Chapter 1 Employment:

- Section 1.0 Page 1: Added reference to Genetic Information Nondiscrimination Act.
- Section 1.06 Page 8: Disqualifications: Added last bullet item to combine all Civil Service rules, orders and directives.
- Section 1.07 Added Employment Relations to communicate expectations for an effective professional work environment.
- Section 1.08 Added Work Ethic to define ethical conduct.
- Section 1.09 Modified Employment Classifications:
 - A. Introduced "Orientation Period" to replace "probation" for non-civil service employees.
 - E. Established a specific time period for the employment of temporary and seasonal workers.
 - G. Retained Exempt Employees are not eligible to receive overtime.
- Section 1.10 Modified Orientation Period to:
 - Allows the use of sick/vacation leave during the orientation period with Director approval.
 - Defines performance evaluation during orientation as a continual process with formal evaluations at 3 and 6 months.
- Section 1.11 Clarified Nepotism: Employees who are related through blood, marriage, adoption, cohabitation or as roommates may work in the same department however, not in the same work unit, division or work in a capacity that poses or may pose a conflict of interest. Additionally, they shall not work directly for, or be supervised by any individual related through blood, marriage, adoption, cohabitation or as roommates. No person related through blood, marriage, adoption, cohabitation or as roommates to the City Manager, Mayor, or any member of the City Council, shall be employed in a paid position in the City. The City prohibits employees from the involvement in the selection, placement or discipline process of those with whom they are related through blood, marriage, adoption, cohabitation or as roommates.
- Section 1.12 Outside Employment: Added to establish procedure for outside employment.
- Section 1.15 Procedural Referral: Added as an additional option to assist employees.
- Section 1.16 Personal Relationships: Added To provide guidance in areas where personal relationships overlap with working relationships and avoid potential conflicts of interest in the workplace.

Summary Changes to HR Handbook

Chapter 2 Personnel Actions and Records:

- Section 2.01 Personnel Files: Added policy regarding maintenance and access to files.
- Section 2.02 Confidentiality of Medical Information: Added policy.
- Section 2.04 Attendance and Work Hours: Added to defined attendance, punctuality and notification procedure.
- Section 2.05 Breaks: Added Break Time for New Mothers and defined practices not permitted such as “banking” rest periods.
- Section 2.09 Separation of Employment: Established the types of separation and the basis for automatic termination.
- Section 2.10 Retirement: Recommended a change to current buyout language for employees hired after January 1, 2010;
 Para. #3
From: 25% of their current sick leave balance, sick leave balance may not exceed 2,080.
To: 720 hours of their sick leave balance.
- Retirees shall select cash payment or convert total amount to insurance premium, not both.
 para. #5; ceases health and dental insurance to retirees when they become Medicare eligible.
 para. #7; allows retiree to insure dependents through buyout and on the retiree medical plan.

Chapter 3 Leave:

- Section 3.01 Attorney suggests adding a floating administrative holiday to replace Good Friday. Evaluation Committee and Cabinet elected to leave Good Friday.
- Section 3.02 Item A,4: recommend adjusting vacation accrual carry over balance from 160 hours to 200 hours.
- Section 3.02 Item 5: Allows Department Directors to approve vacation leave for full time employees during orientation period.
- Section 3.02 C: Requires five years of continuous service to be eligible for vacation pay at termination. Statistically, if an employee leaves the city it will occur in the first five years of employment.
- Section 3.02 E: Added: If the employee is terminated or resigns without a two (2) week notice, or fails to work the final full two (2) weeks after notice, no payment for accrued vacation leave shall be made, unless the two (2) week notice is waived by the Department Directors and the Director of Human Resources.

Summary Changes to HR Handbook

- Section 3.03 Sick Leave: Allows Department Directors to approve sick leave for full time employees during orientation period.
- Section 3.03 Sick Leave: Establishes minimum increments of one hour for sick leave use.
- Section 3.04 and 3.05 Family Medical Leave and Military Leave: Provided more policy detail and application information for clarity.
- Section 3.06 Bereavement Leave: Made bereavement leave chargeable to administrative leave instead of sick leave.
- Section 3.07 Jury and Witness Duty Leave: Defined when jury duty is compensated as actual work hours and when it is charged to administrative leave.
- Section 3.08 Voting Leave: Allows for paid leave to vote under certain restrictive conditions.
- Section 3.11 Leave of Absence: Add this policy that previously did not exist. Expectations are this leave will be rare and must be approved by the City Manager.
- Section 3.12 Leave Donation Program: Allows employees to contribute leave to other employees in need based on specific qualifying events. Previous program was too restrictive and did not achieve the desired results.

Chapter 4 Compensation:

- Section 4.01 para. B, Time Not Worked; defined paid leave does not count as time worked which aligns with the Fair Labor Standards Act.
- Section 4.04 See last para. Under Non-Exempt Employees. The proposed policy removes vacation, holiday and jury duty from the calculation of overtime pay. Evaluation Committee could not reach a consensus and deferred to Department Directors.
- Section 4.04 Compensatory Time: Must be documented on the time sheet, used by the 25th pay period and the employee must be paid for accrued comp time balance on the 26th pay period. Policy allows a 40 hour carryover.
- Section 4.04 Exempt Employees: Evaluation Committee agreed to not allow overtime compensation for exempt employees.
- Section 4.05 Added: Alternative/Compressed Schedule policy. Department Directors have the authority to approve alternative or compressed work schedules.
- Section 4.07 On Call and Call Back; to standardize On Call/Emergency Call Back pay across the City and provide guidelines for employees who are subject to on call or emergency call back pay. Eliminates on-call standby overtime compensation.
- Section 4.09 Certification Pay; opens access to certification pay to all city employees.

Chapter 5:

The purpose of this chapter is to educate employees on the types of benefits available to them.

Summary Changes to HR Handbook

- Section 5.06 Deferred Compensation Plan: Added to inform employees they have access to our 457 deferred compensation plan.
- Section 5.08 Employee Assistance Program: City Manager and Finance Director were instrumental in the establishment of this program. It is the first of it's kind for the city. Several employees have participated and received assistance from the program.
- Section 5.11 Tuition Reimbursement; to provide employees with the procedures to access and utilize the City of Texarkana's Tuition Reimbursement Program. Policy was completely revised. Books and mandatory fees are included at 50% not to exceed the cost of tuition.
- Section 5.12 Education Pay: Eliminated with the adoption of this policy. Contains a grandfather clause.

Chapter 6: Employee Conduct

- Section 6.01 Defined the levels of progressive discipline.
- Section 6.02 Page 5, Lists specific examples of conduct subject to discipline. (A-X)
- Section 6.03 Disciplinary Actions Appeal Process: Created the Employee Disciplinary Review Board also referred to as a peer review. Allows employees to appeal any disciplinary action involving a written reprimand, probation and disciplinary suspension. The decision of the Review Board will be final except suspensions greater than five days may be appealed to the City Manager for final disposition.
- Section 6.04 Grievance: Established a three step process for the filing of grievances.
- Section 6.07 Harassment: Created the guidelines and procedures for defining and preventing inappropriate workplace conduct, including employee harassment, discrimination and retaliation.
- Section 6.09 Political Activity: Adopted the Texas Municipal Human Resources Association model policy.

Chapter 7: Work Environment

- Section 7.01 Cell Phone Use in the Workplace: Addresses personal cell phone use at work and provides for supervisor approval for the privilege.
- Section 7.02 Electronic Communications and System Access Use: This policy governs user behavior pertaining to access and usage of the City's electronic communications systems. This policy applies to all City employees, contractors, volunteers and other affiliates who use the City's electronic communications systems.
- Section 7.03 Social Networking: Adopted the Texas Municipal Human Resources Association model policy. The intent of these standards is to regulate the creation and distribution of information concerning the City, its employees and citizens through electronic media, including, but not limited to online forums, instant messaging and internet social media and blogging sites. This

Summary Changes to HR Handbook

policy is designed to protect the City's reputation and ensure that an employee's communications not only reflect positively on the employee as an individual, but also on the City. This policy was reviewed and edited by the Public Information Officer.

Section 7.04 Arrests, Confinements and Indictments: Adopted the Texas Municipal Human Resources Association model policy. City employees are subject to disciplinary action and/or job restrictions for violations of law. This policy applies to acts prohibited by law that result in charges being filed, arrest, confinement, indictment, and/or conviction, as well as to acts prohibited by law not resulting in charges filed, arrest, confinement, or indictment.

Section 7.05 Weapons Control and Violence Prevention Policy: Adopted the Texas Municipal Human Resources Association model policy. The City strives to provide a safe and secure working environment for its employees. This policy is designed to help prevent incidents of violence from occurring in the workplace and to provide for the appropriate response when and if such incidents do occur. Policy addresses concealed weapons permits.

Section 7.07 City Property/Equipment Use: Adopted the Texas Municipal Human Resources Association model policy. The City attempts to provide employees with adequate tools, equipment, vehicles and facilities for the job being performed, and the City requires all employees to observe safe work practices and lawful, careful and courteous operation of vehicles and equipment. Any City-provided safety equipment must be used at all times. The policy addresses take home vehicles and the likelihood of an employee to incur a federal income tax liability for the use of a take home vehicle not classified as exempt.

Section 7.11 Tobacco Use: Adopted the Texas Municipal Human Resources Association model policy. In keeping with the City's intent to provide a safe and healthful work environment, smoking and the use of smokeless tobacco products (e.g. chewing tobacco, snuff, vapor e-cigarettes, etc.) are prohibited on City property including the parking areas, in City-owned or municipal buildings or in City-owned, rented, or leased vehicles or equipment. No employee shall use tobacco products while making public contact. In City-owned buildings, employees may use tobacco products outdoors, in non-public entrance areas designated by the Department Director, during their break or meal period.

Chapter 8: Miscellaneous

Section 8.01 Media Relations: Adopted the Texas Municipal Human Resources Association model policy. Standardizes the City's communication with the media and assure that information about the City and its policies, practices, and programs are communicated properly and reported accurately to the

Summary Changes to HR Handbook

media. Policy was reviewed and edited for content by the Public Information Officer.

Unless otherwise authorized, the City's spokespersons are:

- Mayor
- City Manager, Assistant City Manager
- Public Information Officer
- Department Directors or their designee have the authority to communicate with the media within areas of their responsibility and expertise. Other staff should refer media requests to their Department Director or Public Information Office without comment.
- The Public Information Office must be notified of all potentially sensitive, contentious, or controversial media inquiries with respect to City activities.

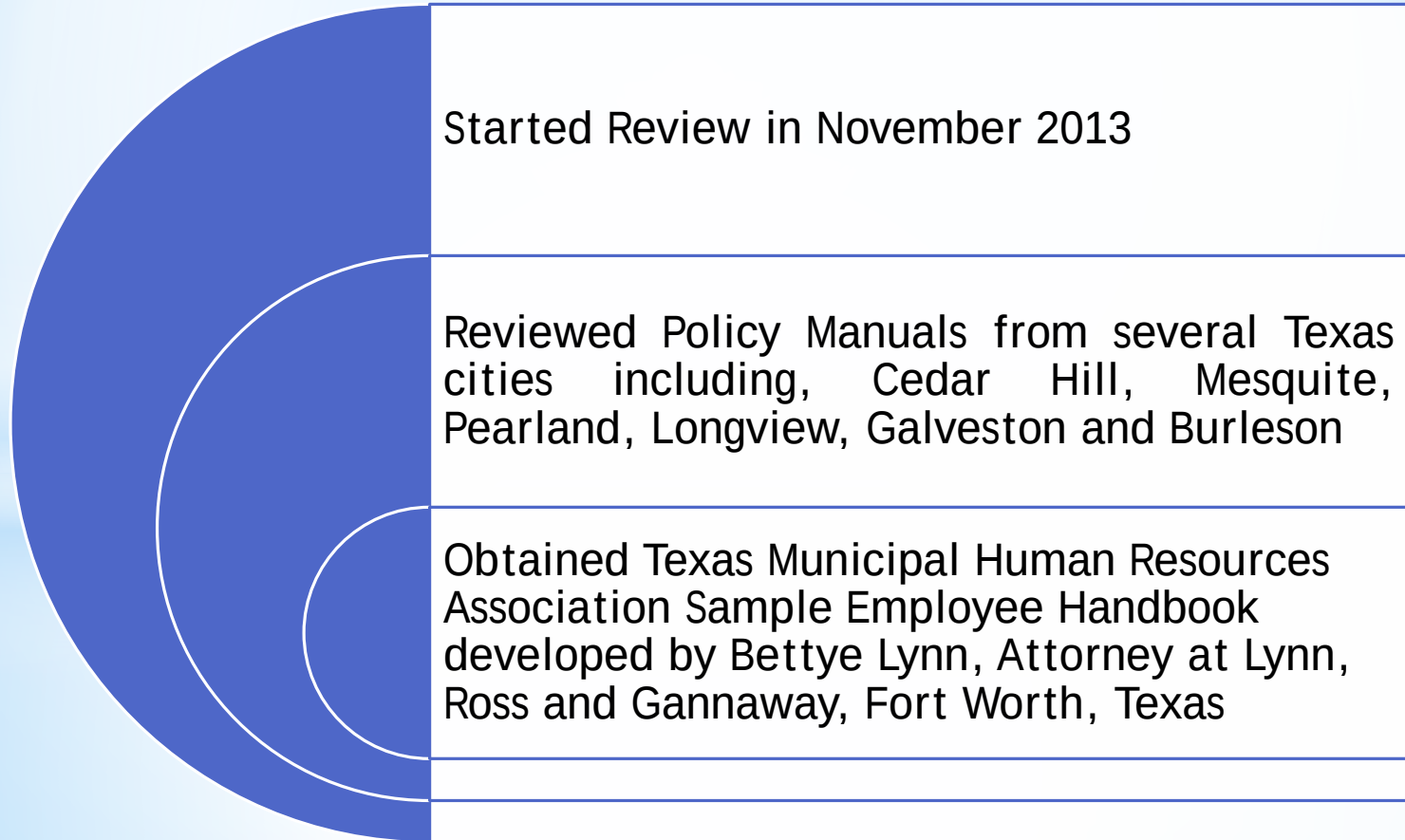


HR HANDBOOK 2015

A Comprehensive Review of Policy

*In the beginning:

8.1.d



Attachment: HR HANDBOOK PRESENTATION 1 2015 A (1236 : Res. 2015-004 Adoption of

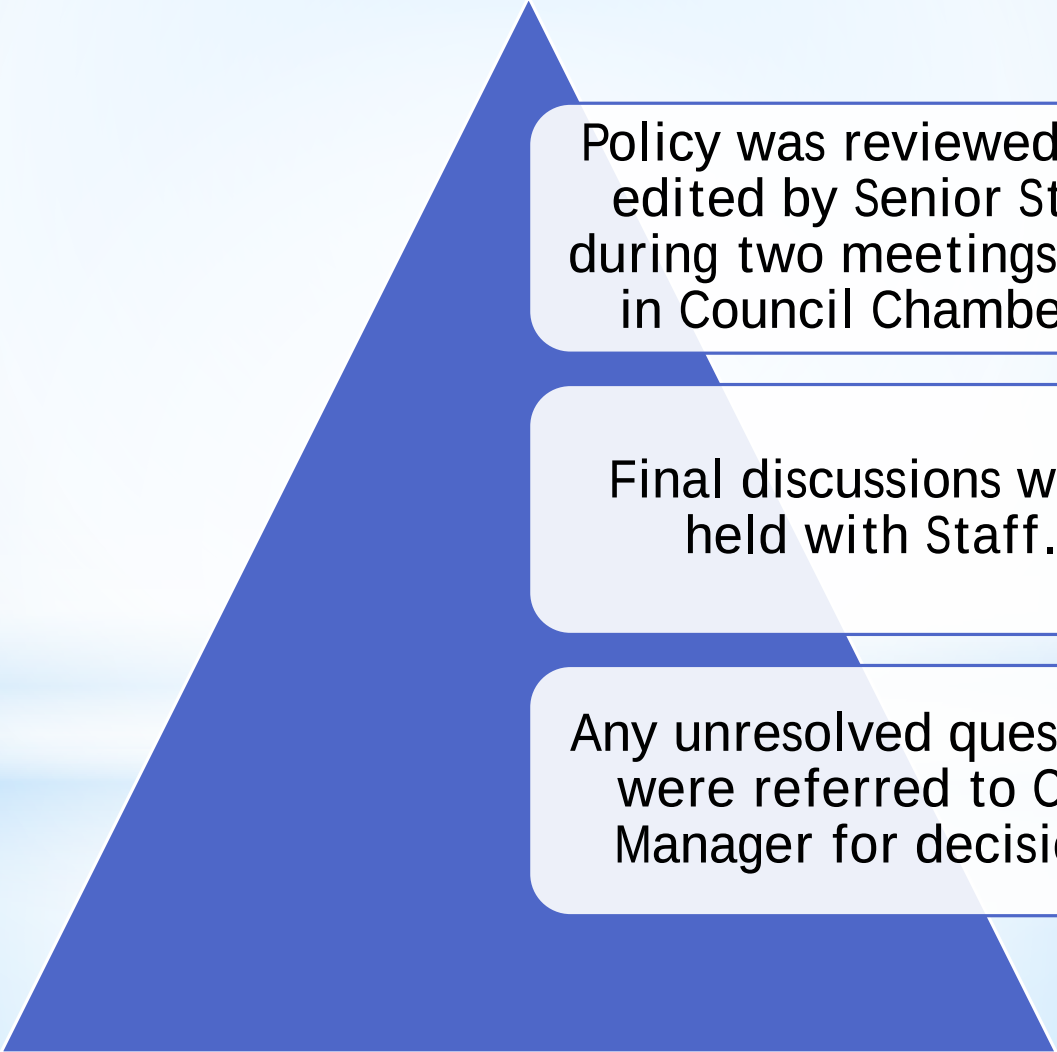
*Review Process

Evaluation Committee was created

- | | |
|--------------------|-----------------------|
| • Paula Jeans | TWU |
| • Charles Kreidler | Police |
| • Kyle Dooley | Public Works |
| • Robby Robertson | Parks |
| • Cheryl Haff | Health |
| • Jeff Heminger | Fleet |
| • Nancy Carter | Finance |
| • Chris Black | Fire |
| • Jennifer Evans | City Manager's Office |

*Staff Review

8.1.d



Policy was reviewed and edited by Senior Staff during two meetings held in Council Chambers.

Final discussions were held with Staff.

Any unresolved questions were referred to City Manager for decision.

*FINAL ATTORNEY REVIEW

8.1.d

The final draft document was submitted for review and editing
by Louise Tausch, City Attorney



SUMMARY OF CHANGES TO HR HANDBOOK

*INTRODUCTION

Amendment of Policy

Page 4 allows amendments to the HR Handbook by the City Manager.

Amendments of substance require Council approval

* Chapter 1 Employment

8.1.d

Section 1.09

Modified Employment Classifications

E. Established a specific time period for the employment of temporary and seasonal workers.

F. Retained Exempt employees are not eligible to receive overtime.

*Chapter 1 Employment

8.1.d

Section 1.10

Modified Orientation Period

Allows the use of sick/vacation leave during the orientation period with Director approval.

* Chapter 1 Employment

8.1.d

Section 1.11 Clarified Nepotism

Employees who are related through blood, marriage, adoption, cohabitation or as roommates may worker in the same department however, not in the same work unit, division or work in a capacity that poses or may pose a conflict of interest. Additionally, they shall not work directly for, or be supervised by any individual related through blood, marriage, adoption, cohabitation or as roommates. No person related through blood, marriage, adoption, cohabitation or as roommates to the City Manager, Mayor, or any member of the City Council, shall be employed in a paid position in the City. The City prohibits employees from the involvement in the selection, placement or discipline process of those with whom they are related through blood, marriage, adoption, cohabitation or as roommates.

* Chapter 2

Personnel Actions and Records

Section 2.10

Retirement

Recommended a change to current buyout language for employees hired after January 1, 2010;

Para.#3

From: 25% of their current sick leave balance, sick leave balance may not exceed 2,080.

To: 720 hours of their leave balance.

Retirees shall select cash payment or convert total amount to insurance premium, not both.

* Chapter 2

Personnel Actions and Records

Section 2.10

Retirement

Para.#5

Ceases health and dental insurance to retirees when they become Medicare eligible.

Para.#7

Allows retiree to insure dependents through buyout and on the retiree medical plan.

* Chapter 3 Leave

8.1.d

Section 3.01

Attorney suggests adding a floating administrative holiday to replace Good Friday. Evaluation Committee and Cabinet elected to leave Good Friday.

Section 3.02

Item A,4:

Recommend adjusting vacation accrual carry over balance from 160 hours to 200 hours.

Item 5:

Allows Department Directors to approve vacation leave for full time employees during orientation period.

* Chapter 3 Leave

8.1.d

Section 3.02 C:

Requires five years of continuous service to be eligible for vacation pay at termination. Statistically, if an employee leaves the city it will occur in the first five years of employment.

* Chapter 3 Leave

8.1.d

Section 3.06

Bereavement Leave:

Made bereavement leave chargeable to administrative leave instead of sick leave.

Section 3.07

Jury and Witness Duty Leave:

Defined when jury duty is compensated as actual work hours and when it is charged to administrative leave.

Section 3.08

Voting Leave:

Allows for paid leave to vote under certain restrictive conditions.

* Chapter 3 Leave

8.1.d

Section 3.11

Leave of Absence:

Add this policy that previously did not exist. Expectations are this leave will be rare and must be approved by the City Manager.

Section 3.12

Leave Donation Program:

Allows employees to contribute leave to other employees in need based on specific qualifying events. Previous program was too restrictive and did not achieve the desired results.

* Chapter 4 Compensation

8.1.d

Section 4.01

Para. B, **Time Not Worked**; defined paid leave does not count as time worked which aligns with the Fair Labor Standards Act.

Section 4.04

See last para. **Under Non-Exempt Employees**. The proposed policy removes vacation, holiday and jury duty from the calculation of overtime pay.

* Chapter 4 Compensation

8.1.d

Section 4.04

Compensatory Time

Must be documented on the time sheet, used by the 25th pay period and the employee must be paid for accrued comp time balance on the 26th pay period. Policy allows a 40 hour carryover.

Section 4.04

Exempt Employees

Evaluation Committee agreed to not allow overtime compensation for exempt employees.

* Chapter 4 Compensation

8.1.d

Section 4.05

Added:

Alternative/Compressed Schedule Policy. Department Directors have the authority to approve alternative or compressed work schedules.

Section 4.07

On Call and Call Back

To standardize On Call/Emergency Call Back pay across the City and provide guidelines for employees who are subject to on call or emergency call back pay. Eliminates on-call standby overtime compensation.

Section 4.09

Certification Pay

Opens access to certification pay to all city employees.

* Chapter 5 Benefits

8.1.d

Section 5.06

Deferred Compensation Plan

Added to inform employees they have access to our 457 deferred compensation plan.

Section 5.08

Employee Assistance Program

City Manager and Finance Director were instrumental in the establishment of this program. It is the first of it's kind for the city. Several employees have participated and received assistance from the program.

* Chapter 5 Benefits

8.1.d

Section 5.11

Tuition Reimbursement

To provide employees with the procedures to access and utilize the City of Texarkana's Tuition Reimbursement Program. Policy was completely revised. Books and mandatory fees are included at 50% not to exceed the cost of tuition.

Section 5.12

Education Pay

Eliminated with the adoption of this policy. Contains a grandfather clause.

* Chapter 6 Employee Conduct

8.1.d

Section 6.03

Disciplinary Actions Appeal Process

Created the Employee Disciplinary Review Board also referred to as a peer review. Allows employees to appeal any disciplinary action involving a written reprimand, probation and disciplinary suspension. The decision of the Review Board will be final except suspensions greater than five days may be appealed to the City Manager for final disposition.

Section 6.04

Grievance

Established a three step process for the filing of grievances.

* Chapter 6 Employee Conduct

8.1.d

Section 6.07

Harassment

Created the guidelines and procedures for defining and preventing inappropriate workplace conduct, including employee harassment, discrimination and retaliation.

Section 6.09

Political Activity

Adopted the Texas Municipal Human Resources Association model policy.

* Chapter 7 Work Environment

8.1.d

Section 7.01

Cell Phone Use in the Workplace

Addresses personal cell phone use at work and provides for supervisor approval for the privilege.

Section 7.02

Electronic Communications and System Access Use

This policy governs user behavior pertaining to access and usage of the City's electronic communications systems. This policy applies to all City employees, contractors, volunteers and other affiliates who use the City's electronic communications systems.

* Chapter 7 Work Environment

8.1.d

Section 7.03

Social Networking

Adopted the Texas Municipal Human Resources Association model policy. The intent of these standards is to regulate the creation and distribution of information concerning the City, its employees and citizens through electronic media, including, but not limited to online forums, instant messaging and internet social media and blogging sites. This policy is designed to protect the City's reputation and ensure that an employee's communications not only reflect positively on the employee as an individual, but also on the City. This policy was reviewed and edited by the Public Information Officer.

* Chapter 7 Work Environment

8.1.d

Section 7.04

Arrests, Confinements and Indictments

Adopted the Texas Municipal Human Resources Association model policy. City employees are subject to disciplinary action and/or job restrictions for violations of law. This policy applies to acts prohibited by law that result in charges being filed, arrest, confinement, indictment, and/or conviction, as well as to acts prohibited by law not resulting in charges filed, arrest, confinement, or indictment.

* Chapter 7

Work Environment

Section 7.05

Weapons Control and Violence Prevention Policy

Adopted the Texas Municipal Human Resources Association model policy. The City strives to provide a safe and secure working environment for its employees. This policy is designed to help prevent incidents of violence from occurring in the workplace and to provide for the appropriate response when and if such incidents do occur. Policy addresses concealed weapons permits.

* Chapter 7 Work Environment

8.1.d

Section 7.07

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Adopted the Texas Municipal Human Resources Association model policy. The City attempts to provide employees with adequate tools, equipment, vehicles and facilities for the job being performed, and the City requires all employees to observe safe work practices and lawful, careful and courteous operation of vehicles and equipment. Any City-provided safety equipment must be used at all times. The policy addresses take home vehicles and the likelihood of an employee to incur a federal income tax liability for the use of a take home vehicle not classified as exempt.

* Chapter 7 Work Environment

8.1.d

Section 7.11

Tobacco Use

Adopted the Texas Municipal Human Resources Association model policy. In keeping with the City's intent to provide a safe and healthful work environment, smoking and the use of smokeless tobacco products (e.g. chewing tobacco, snuff, vapor e-cigarettes, etc.) are prohibited on City property including the parking areas, in City-owned or municipal buildings or in City-owned, rented, or leased vehicles or equipment. No employee shall use tobacco products while making public contact. In City-owned buildings, employees may use tobacco products outdoors, in non-public entrance areas designated by the Department Director, during their break or meal period.

*QUESTIONS?



CITY OF

TEXARKANA
TEXAS

8.1.e

HR HANDBOOK 2015

A Comprehensive Review of Policy

Attachment: HR HANDBOOK PRESENTATION 2015 PIO (1236 : Res. 2015-004 Adoption of

In the beginning:

- Started Review in November 2013
- Reviewed Policy Manuals from several Texas cities including, Cedar Hill, Mesquite, Pearland, Longview, Galveston and Burleson
- Obtained Texas Municipal Human Resources Association Sample Employee Handbook developed by Bettye Lynn, Attorney at Lynn, Ross and Gannaway, Fort Worth, Texas



Evaluation Committee:

| | |
|------------------|-----------------------|
| Paula Jeans | TWU |
| Charles Kreidler | TTPD |
| Kyle Dooley | Public Works |
| Robby Robertson | Parks |
| Cheryl Haff | Health |
| Jeff Heminger | Fleet |
| Nancy Carter | Finance |
| Chris Black | TTFD |
| Jennifer Evans | City Manager's Office |



Staff Review:

- Policy was reviewed and edited by Senior Staff during two meetings held in Council Chambers.
- Final discussions were held with Staff.
- Any unresolved questions were referred to City Manager for decision.

Final Attorney Review:

- The final draft document was submitted for review and editing by Louise Tausch, City Attorney



Summary of Changes to HR Handbook:

| Section | Amendment of Policy | Detail |
|---|--|---|
| Introduction | Page 4 allows amendments to the HR Handbook by the City Manager. | Amendments of substance require council approval. |
| Chapter 1: Employment
Section 1.09
Modified Employment
Classifications | Established a specific time period for the employment of temporary and seasonal workers. | |
| Chapter 1: Employment
Section 1.09
Modified Employment
Classifications | Retained Exempt employees are not eligible to receive overtime. | |



Summary of Changes to HR Handbook:

| Section | Amendment of Policy | Detail |
|--|--|---|
| Chapter 1: Employment
Section 1.10
Modified Orientation Period | Allows the use of sick/vacation leave during the orientation period with Director approval. | |
| Chapter 1: Employment
Section 1.11
Clarified Nepotism | Employees who are related through blood, marriage, adoption, cohabitation or as roommates may work in the same department. However, they may not work in the same work unit, division or work in a capacity that poses or may pose a conflict of interest. Additionally, they shall not work directly for, or be supervised by any individual related through blood, marriage, adoption, cohabitation or as roommates. (cont.) | No person related through blood, marriage, adoption, cohabitation or as roommates to the City Manager, Mayor, or any member of the City Council, shall be employed in a paid position with the City. The City prohibits employees from the involvement in the selection, placement or discipline process of those with whom they are related through blood, marriage, adoption, cohabitation or as roommates. |

Summary of Changes to HR Handbook:

| Section | Amendment of Policy | Detail |
|--|---|--|
| Chapter 2
Personnel Actions and Records:
Section 2.10 Retirement | Recommended a change to current buyout language for employees hired after January 1, 2010; | Para.#3
From: 25% of their current sick leave balance, sick leave balance may not exceed 2,080.
To: 720 hours of their leave balance.
<i>Retirees shall select cash payment or convert total amount to insurance premium, not both.</i> |
| Chapter 2
Personnel Actions and Records:
Section 2.10 Retirement | <ul style="list-style-type: none"> Para.#5
Ceases health and dental insurance to retirees when they become Medicare eligible. Para.#7
Allows retiree to insure dependents through buyout and on the retiree medical plan. | |



Summary of Changes to HR Handbook:

| Section | Amendment of Policy | Detail |
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| Chapter 3 Leave:
Section 3.01 | Attorney suggests adding a floating administrative holiday to replace Good Friday. Evaluation Committee and Cabinet elected to leave Good Friday. | |
| Chapter 3 Leave:
Section 3.02 | Item A,4:
Recommend adjusting vacation accrual carry over balance from 160 hours to 200 hours. | |
| Chapter 3 Leave:
Section 3.02 | Item 5:
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Summary of Changes to HR Handbook:

| Section | Amendment of Policy | Detail |
|---|--|--|
| Chapter 3 Leave:
Section 3.02 C | Requires five years of continuous service to be eligible for vacation pay at termination. | Statistically, if an employee leaves the city it will occur in the first five years of employment. |
| Chapter 3 Leave:
Section 3.06
Bereavement Leave | Made bereavement leave chargeable to administrative leave instead of sick leave. | |
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Jury and Witness Duty Leave | Defined when jury duty is compensated as actual work hours and when it is charged to administrative leave. | |



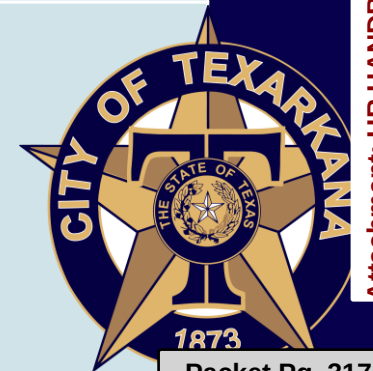
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Summary of Changes to HR Handbook:

| Section | Amendment of Policy | Detail |
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Section 4.01 | Para. B, Time Not Worked; defined paid leave does not count as time worked which aligns with the Fair Labor Standards Act. | |
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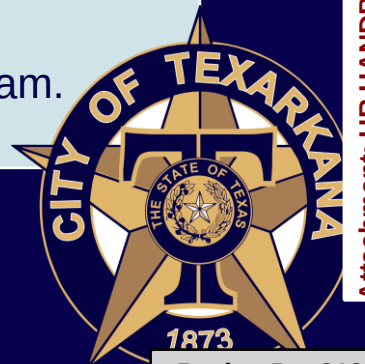
Summary of Changes to HR Handbook:

| Section | Amendment of Policy | Detail |
|---|--|--------|
| Chapter 4 Compensation
Section 4.04
Exempt Employees | Evaluation Committee agreed to not allow overtime compensation for exempt employees. | |
| Chapter 4 Compensation
Section 4.05 | Added:
Alternative/Compressed Schedule Policy. Department Directors have the authority to approve alternative or compressed work schedules. | |
| Chapter 4 Compensation
Section 4.07
On Call and Call Back | To standardize On Call/Emergency Call Back pay across the City and provide guidelines for employees who are subject to on call or emergency call back pay. Eliminates on-call standby overtime compensation. | |



Summary of Changes to HR Handbook:

| Section | Amendment of Policy | Detail |
|---|---|---|
| Chapter 4 Compensation
Section 4.09
Certification Pay | Opens access to certification pay to all city employees. | |
| Chapter 5 Benefits
Section 5.06
Deferred Compensation Plan | Added to inform employees they have access to our 457 deferred compensation plan. | |
| Chapter 5 Benefits
Section 5.08
Employee Assistance Program | Added information about EAP | City Manager and Finance Director were instrumental in the establishment of this program. It is the first of its kind for the city. Several employees have participated and received assistance from the program. |



Summary of Changes to HR Handbook:

| Section | Amendment of Policy | Detail |
|---|--|---|
| Chapter 5 Benefits
Section 5.11
Tuition Reimbursement | To provide employees with the procedures to access and utilize the City of Texarkana's Tuition Reimbursement Program. Policy was completely revised. | Books and mandatory fees are included at 50% not to exceed the cost of tuition. |
| Chapter 5 Benefits
Section 5.12
Education Pay | Eliminated with the adoption of this policy. | Contains a grandfather clause. |
| Chapter 6 Employee Conduct
Section 6.03
Disciplinary Actions Appeal Process | Created the Employee Disciplinary Review Board also referred to as a peer review. Allows employees to appeal any disciplinary action involving a written reprimand, probation and disciplinary suspension. The decision of the Review Board will be final except suspensions greater than five days may be appealed to the City Manager for final disposition. | |



Summary of Changes to HR Handbook:

| Section | Amendment of Policy | Detail |
|--|---|--------|
| Chapter 6 Employee Conduct
Section 6.04 Grievances | Established a three step process for the filing of grievances. | |
| Chapter 6 Employee Conduct
Section 6.07 Harassment | Created the guidelines and procedures for defining and preventing inappropriate workplace conduct, including employee harassment, discrimination and retaliation. | |
| Chapter 6 Employee Conduct
Section 6.09
Political Activity | Adopted the Texas Municipal Human Resources Association model policy. | |



Summary of Changes to HR Handbook:

| Section | Amendment of Policy | Detail |
|---|--|--|
| Chapter 7 Work Environment
Section 7.01
Cell Phone Use in the Workplace | Addresses personal cell phone use at work and provides for supervisor approval for the privilege. | |
| Chapter 7 Work Environment
Section 7.02
Electronic Communications and System Access Use | This policy governs user behavior pertaining to access and usage of the City's electronic communications systems. This policy applies to all City employees, contractors, volunteers and other affiliates who use the City's electronic communications systems. | |
| Chapter 7 Work Environment
Section 7.03
Social Networking | Adopted the Texas Municipal Human Resources Association model policy. The intent of these standards is to regulate the creation and distribution of information concerning the City, its employees and citizens through electronic media, including, but not limited to online forums, instant messaging and internet social media and blogging sites. | This policy is designed to protect the City's reputation and ensure that an employee's communications not only reflect positively on the employee as an individual, but also on the City. This policy was reviewed and edited by the Public Information Officer. |

Summary of Changes to HR Handbook:

| Section | Amendment of Policy | Detail |
|---|---|--|
| Chapter 7 Work Environment
Section 7.04
Arrests, Confinements and
Indictments | Adopted the Texas Municipal Human Resources Association model policy. City employees are subject to disciplinary action and/or job restrictions for violations of law. | This policy applies to acts prohibited by law that result in charges being filed, arrest, confinement, indictment, and/or conviction, as well as to acts prohibited by law not resulting in charges filed, arrest, confinement, or indictment. |
| Chapter 7 Work Environment
Section 7.05
Weapons Control and Violence
Prevention Policy | Adopted the Texas Municipal Human Resources Association model policy. The City strives to provide a safe and secure working environment for its employees. This policy is designed to help prevent incidents of violence from occurring in the workplace and to provide for the appropriate response when and if such incidents do occur. | Policy addresses concealed weapons permits. |



Summary of Changes to HR Handbook:

| Section | Amendment of Policy | Detail |
|---|--|--|
| Chapter 7 Work Environment
Section 7.07
City Property/Equipment Use | Adopted the Texas Municipal Human Resources Association model policy. The City attempts to provide employees with adequate tools, equipment, vehicles and facilities for the job being performed, and the City requires all employees to observe safe work practices and lawful, careful and courteous operation of vehicles and equipment. Any City-provided safety equipment must be used at all times. | The policy addresses take home vehicles and the likelihood of an employee to incur a federal income tax liability for the use of a take home vehicle not classified as exempt. |
| Chapter 7 Work Environment
Section 7.11
Tobacco Use | Adopted the Texas Municipal Human Resources Association model policy. In keeping with the City's intent to provide a safe and healthful work environment, smoking and the use of smokeless tobacco products (e.g. chewing tobacco, snuff, vapor e-cigarettes, etc.) are prohibited on City property including the parking areas, in City-owned or municipal buildings or in City-owned, rented, or leased vehicles or equipment. No employee shall use tobacco products while making public contact. | In City-owned buildings, employees may use tobacco products outdoors, in non-public entrance areas designated by the Department Director, during their break or meal period. |



CITY OF

TEXARKANA
TEXASP.O. Box 1967
Texarkana, TX 75504
Phone (903) 798-3900

To: John Whitson, City Manager

From: Jim Powell, Human Resources Director

Date: February 2, 2015

Subject: Options for Vacation Buy Out at Termination

During the City Council meeting on January 26, 2015 Councilmember Casteel expressed concerned with wording used in Chapter 3, Section 3.02 regarding the payment of accrual leave balances (Buy Out) to an employee at separation.

Our proposed policy requires five years of continuous service to be eligible.

A recommendation was made to bring eligibility options for vacation buy out to the council for consideration.

Option 1: Retain the current policy of one year of continuous service.

Option 2: Adopt the proposed policy of five years of continuous service.

Option 3: Raise the benefit from 120 hours to 240 hours and establish vacation pay as a retirement benefit, payable when the employee retires from TMRS.

Recommendation:

All three options were discussed during meetings with the HR Handbook Review Committee. The unanimous consensus of the committee was to adopt option 2.

Attached for your consideration is a listing of seven other Texas cities and their retirement buy out elections.

| | <u>Vacation</u> | <u>Sick</u> | <u>Employee Class</u> |
|-------------------|-----------------|-------------|-----------------------|
| San Angelo | 240 | 720 | NCS and PD |
| | 360 | 1080 | Fire |

Retirement pay out for vacation and sick leave balances: San Angelo pay 240 vacation and 720 sick for non-civil and police. They pay 360 vacation and 1080 sick for fire.

| | | | |
|--------------|-----|-----|-------------|
| Tyler | 240 | 0 | NCS |
| | 240 | 720 | PD and Fire |

Retirement pay out for vacation and sick leave balances: Tyler pays 240 vacation to non-civil and civil. Tyler pays 720 sick to civil.

| | | | |
|--------------------|-----|-----|------------------------|
| Mesquite | 160 | 720 | All Employees |
| Friendswood | 320 | 0 | Not Civil Service City |
| Round Rock | 288 | 0 | NCS and PD |
| | 288 | 720 | Fire |

| | | | |
|--------------------|------------|------|---------------------------|
| Haltom City | 120 to 240 | 240* | NCS |
| | 180 to 240 | 240* | PD and Fire Regular Shift |
| | 252 to 360 | 240* | PD and Fire Shift Work |

*Pays excess of 240 hours of sick each November, Max of 96 hours. Pays 240 at retirement.

| | | | |
|----------------------|-----|------|-----------------------------|
| New Braunfels | 240 | 0 | NCS |
| | 240 | 720 | PD and Fire |
| | 240 | 1080 | Fire Operations |
| Texarkana | 120 | 720 | Hired prior to 01/01/2010 |
| | | 720 | Equivalent insurance prem. |
| | 120 | 720 | NCS hired on or after |
| | | | 01/01/2010 must choose |
| | | | Lump sum or insurance only. |

NCS = Non-Civil Service



CITY OF

TEXARKANA
 TEXAS

 P.O. Box 1967
 Texarkana, TX 75504
 Phone (903) 798-3900

To: John Whitson, City Manager

From: Jim Powell, Human Resources Director

Date: January 23, 2015

Subject: Recommended Revision to Proposed HR Handbook
 Regarding the Use of Paid Leave in the Calculation of Overtime

Question:

Is the City of Texarkana required to count leave including vacation, holiday, compensatory, jury duty or military leave counted towards "hours worked" for the purposes of calculating overtime?

Executive Summary:

Under Tex. Loc. Gov't Code Section 142.015 (f)(2), a police officer may not be required to work more than 40 hours per week, except in the instance of an emergency or if a majority of officers executes a waiver of this section's prohibition.

Overtime for firefighters does not accrue until the fire fighter works in excess of 53 hours in a 7 day pay period or 212 hours in a 28 day pay period. Neither 29 U.S.C. Section 207(k) or Tex. Loc. Gov't Code Section 142.015 (f)(2) requires leave to be counted toward hours worked for the purposes of overtime calculation.

Further, the employer is not required under either the Fair Labor and Standards Act (FLSA) or the Texas Local Government Code to schedule or allow an employee to work overtime.

Texas Local Government Code Section 142.015 prohibits police officer from being required to work more than 40 hours in a calendar week. However, in the past, the City of Texarkana has obtained a waiver of this prohibition from a majority of officers as is allowed under Tex. Loc. Gov't Code Section 142.015 (j). These waivers allow for the flexible scheduling of officers during a pay period. For example, an officer may be scheduled to work 4 twelve-hour shifts in week one and only 3 twelve-hour shifts in week two for a total of 80 hours worked per pay period without incurring overtime. This is based upon the normal number of hours

worked by the majority of municipal employees other than fire and police, which you relayed is 40 hours per week. If the officer is scheduled to work or does work more than 80 hours during the two-week pay period, he or she would be entitled to overtime at the rate of one and one-half the regular hourly rate for all time worked over 80 hours.

This is in contrast to employees of the fire department who operate under the exemption allowed by 29 U.S.C. Section 207(k). This section exempts the employer from overtime until the employee has worked more than 53 hours in a seven day work period or 212 hours worked in a 28 day work week.

Also, although the statute is difficult to interpret, Texas Local Government Code Section 142.0015 (f)(1) does not apply to the City of Texarkana based upon the facts, as follows:

- A.) Texarkana does NOT have a population of more than one million residents.
- B.) Texarkana is not subject to 142.017 (which applies exclusively to the City of Houston.)
- C.) Texarkana has NOT adopted Chapter 174, allowing Collective Bargaining with the respective police association.

Instead, Texarkana falls under Tex. Loc. Gov't Code Section 142.015 (f)(2), which applies to Cities not described by section (f)(1). For cities falling under (f)(2), except as provided in Tex. Loc. Gov't Code Section 142.015(g) or (j), the officer may not be required to work more hours during a calendar week than the number of hours in the normal work week of the majority of the employees of the municipality other than fire fighters and police officers. You have expressed that the normal hours worked for general government employees of the City is 40 hours per week. Therefore, waivers as described in section (j) are required to schedule police officers to work more than 40 hours per week.

Importantly, since the City of Texarkana is governed by Tex. Loc. Gov't Code 142.015(f)(2), the City is **NOT** required to count leave toward hours worked in a pay period for the purposes of calculating overtime.

Recommendation:

One of our goals during the revision to the HR Handbook was create as much consistency as possible between civil services and non-civil service employees. I find no statutory requirement to require the city to allow the use of paid leave in the calculation of overtime.

Current policy allows for vacation, holiday and jury duty to be used as work time in the calculation of overtime. It is my recommendation we continue allowing vacation and holiday time to be used in the calculation of overtime, while eliminating jury duty. After a thorough evaluation of our compensation schedule and necessary adjustments are implemented we could revisit the calculation of overtime.

Briefing Sheet

Version:
Update Date: 2/4/2015 3:23 PM

Lead Department: City Manager

Action Officer: Pam Burns, Municipal Clerk

Subject: Interstate Welcome Sign - Gateway Monument Presentation by Shirley Jaster

Attachments

- a. council presentation- gateway monument sign (PDF)



CITY OF

TEXARKANA
TEXAS

10.a

GATEWAY MONUMENT

Welcome to Texarkana sign on
Interstate 30 East Bound

Attachment: council presentation- gateway monument sign [Revision 1] (1256 : Interstate

Welcome to Texarkana sign on Interstate 30 West Bound:



Welcome to Texarkana sign on Interstate 30 West Bound:



Welcome to Texarkana sign on Interstate 30 West Bound:

18 ft
tall x
44 ft
wide



TxDOT guidelines:

- Solely funded and maintained by a Local Entity
- TxDOT must approve location, size, colors, content and other elements
- Landscaping and lighting allowed
- Must be located beyond the clear recovery zone
- Local Entity provides regular maintenance
- Must feature only the letters of the community name and/or officially adopted seal
- 400 sq ft. in total, not more than 20 feet above existing grade
- Shall not include electronic messaging of any sort
- Pruning of tree branches or roots, and removal of shrubs should be avoided



Examples of approved signs in Texas:



Examples of approved signs in Texas:



Examples of approved signs in Texas:



Mt. Pleasant, Texas

Examples of approved signs in Texas:



Option A- Kings Hwy



Option B- University Avenue



Next Steps:

- Do you want us to pursue exceptions from TxDOT regarding size and messaging to match the Arkansas side?
- What are your preferences on location?
- What deliverables would you like from staff for next council meeting?

