

HEWITT TEXAS

CIVIL SERVICE COMMISSION MEETING AGENDA

**November 1, 2021
5:15 PM**

**HEWITT PUBLIC SAFETY FACILITY
100 PATRIOT COURT
HEWITT, TX 76643**

CIVIL SERVICE COMMISSION

Tom Mattern – Chairman

Sam MacKinnon – Vice-Chairman

Sammy Thomas–Member

CITY STAFF

Jessica Higgins, Civil Service Director

Jim Devlin, Police Chief

Bo Thomas, City Manager

Tuck Saunders, Assistant Police Chief

HEWITT TEXAS

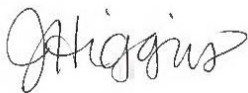
NOTICE OF MEETING OF THE CIVIL SERVICE COMMISSION OF HEWITT, TEXAS

Notice is hereby given that a **Called** meeting of the Civil Service Commission of the City of Hewitt will be held on the **1st of November 2021 at 5:15 P.M. in the training room at the Hewitt Public Safety Facility located at 100 Patriot Court, Hewitt, Texas**, at which time the following subjects will be discussed:

1. Call meeting to order.
2. Approval of December 11, 2020 Meeting minutes.
3. Briefing and discussion on the Strength of Force Ordinance.
4. Briefing and discussion on the Field Training Officer Assignment Pay Ordinance.
5. Briefing and discussion on the Police Department's 5-year Strategic plan.
6. Adjourn

I, the undersigned authority, do hereby certify that the above Notice of Meeting of the Civil Service Commission of the City of Hewitt, Texas, is a true and correct copy of said Notice and that I posted a true and correct copy of said Notice on the Public Notice Board located in front of the City Hall of said City of Hewitt, Texas, a place convenient and readily accessible to the general public at all times, and said Notice was posted on or before **Thursday, October 28, 2021.**

CITY OF HEWITT



Jessica Higgins
Civil Service Director

Persons with disabilities who plan to attend this meeting and who may need auxiliary aids or services such as interpreters for person who are deaf or hearing impaired, readers, large print or Braille, are requested to contact the City Secretary at (254) 666-6171, two working days prior to the meeting, so that appropriate arrangements can be made.



MEETING AGENDA ITEM FORM

MEETING DATE: November 1, 2021

AGENDA ITEM #: 2

SUBMITTED BY: Jessica Higgins, Civil Service Director

ITEM DESCRIPTION:

Consider approval of minutes of the Civil Service Commission Meeting of December 11, 2020.

STAFF RECOMMENDATION/ITEM SUMMARY:

Attached is a copy of the meeting minutes. Please review and advise if any corrections are needed.

SUGGESTED MOTION:

I move approval of the minutes as presented but to allow for corrections.

ATTACHMENTS:

Minutes

HEWITT TEXAS

**MINUTES OF HEWITT
CIVIL SERVICE COMMISSION MEETING
Hewitt Public Safety Facility-100 Patriot Court
December 11, 2020-10:00 a.m.**

Members Present: Chairman Sammy Thomas, Vice-Chairman Tom Mattern, Member Sam MacKinnon

Members Absent: None

Staff Present: City Manager Bo Thomas, Police Chief Jim Devlin, Assistant Police Chief Tuck Saunders, Sergeant Stephen Cooney

- 1. City Manager Bo Thomas called the meeting to order at 10:00 a.m.**
- 2. Appointment of new Civil Service Director.** *City Manager Bo Thomas recommends Jessica Higgins to become new Civil Service Director. A motion was made by Tom Mattern, second by Sam MacKinnon for Jessica Higgins to become the new Civil Service Director; all in favor, motion passed.*
- 3. Consideration and action on establishing Lieutenant positions.** *A motion was made by Sammy Thomas, second by Tom Mattern to approve establishing Lieutenant Positions; all in favor, motion passed.*
- 4. Update on Promotional and Entry Level testing.** *Chief Devlin provided updates on promotional and entry level testing.*
- 5. Briefing and discussion concerning rotation of Commission positions.** *City Manager Bo Thomas discussed the position rotation with the Commissioners and Chairman Sammy Thomas agreed to a second term.*
- 6. Update on Police Department.** *Chief Devlin provided updates on the Police Department.*

7. Consideration and possible action on Lieutenant promotional exam appeal. A

motion was made by Sammy Thomas, second by Tom Mattern to sustain test question 30 and eliminate test question 91; all in favor, motion passed.

8. Adjournment at 10:53 a.m. A motion was made by Tom Mattern to adjourn the

meeting at 10:53 a.m., second by Sam MacKinnon; all in favor, motion passed.

Date Approved

Jessica Higgins
Civil Service Director

Sammy Thomas
Chairman



MEETING AGENDA ITEM FORM

MEETING DATE: November 1, 2021

AGENDA ITEM #: 3

SUBMITTED BY: Jessica Higgins, Civil Service Director

ITEM DESCRIPTION:

Briefing and discussion on the Strength of Force Ordinance.

STAFF RECOMMENDATION/ITEM SUMMARY:

The City Council approved two additional Police Officer positions with the FY 21/22 budget.

Attached is a copy of the proposed Strength of Force Ordinance that will be considered for approval at the next Hewitt City Council meeting.

ATTACHMENTS:

Strength of Force Ordinance

ORDINANCE NO. _____

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF HEWITT, TEXAS AMENDING ORD. 2021-01, ESTABLISHING TWO ADDITIONAL POLICE OFFICER POSITIONS, AUTHORIZING THE NUMBER OF EMPLOYEES IN EACH CLASSIFICATION; PROVIDING FOR SEVERABILITY; PROVIDING A REPEALER; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, the City of Hewitt has adopted Civil Service, Chapter 143 of the Texas Local Government Code for its Police Department employees; and

WHEREAS, pursuant to Chapter 143, the City Council shall establish the classifications of employees and prescribe the number of positions in each classification pursuant to Section 143.021(a) of the Texas Local Government Code; and

WHEREAS, the City Council is amending and superseding Ordinance No. 2021-01; and

WHEREAS, the City Council has determined that to further its lawful purposes of providing efficient and effective law enforcement staffing, that it should establish two additional Police Officer positions; and

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF HEWITT, TEXAS, THAT

ARTICLE I.

The classifications and number of positions in each classification in the Police Department were previously as follows:

Police Chief—1
Assistant Police Chief-1¹
Lieutenant-4
Sergeant--6
Police Officer—15

Total Authorized Force: 27

The classifications and number of positions in each classification in the Police Department shall now be, as of the effective date of this Ordinance, as follows:

¹See footnote 1.

Police Chief—1
Assistant Police Chief-1²
Lieutenant-4
Sergeant--6
Police Officer—17

Total Authorized Force: 29

ARTICLE II.

Severability: If any provision, section, clause, sentence, or phrase of this ordinance is for any reason held to be unconstitutional, void, invalid, or un-enforced, the validity of the remainder of this ordinance or its application shall not be affected, it being the intent of the City Council in adopting and of the Mayor in approving this ordinance that no portion, provision, or regulation contained herein shall become inoperative or fail by way of reasons of any unconstitutionality or invalidity of any other portion, provision, or regulation.

ARTICLE III.

Repealer: All other ordinances, section, or parts of ordinances heretofore adopted by the City of Hewitt in conflict with the provisions set out above in this ordinance are hereby repealed or amended as indicated.

ARTICLE IV.

This ordinance shall become effective immediately upon passage.

ARTICLE V.

It is hereby officially found and determined that the meeting at which this ordinance was passed was open to the public as required by law.

²See footnote 1.

PASSED AND APPROVED on this _____ day of _____, _____.

CITY OF HEWITT, TEXAS

Steve Fortenberry, Mayor

ATTEST:

Lydia Lopez, City Secretary

APPROVED AS TO FORM:

Michael W. Dixon, City Attorney



MEETING AGENDA ITEM FORM

MEETING DATE: November 1, 2021

AGENDA ITEM #: 4

SUBMITTED BY: Jessica Higgins, Civil Service Director

ITEM DESCRIPTION:

Briefing and discussion on the Field Training Officer Assignment pay ordinance.

STAFF RECOMMENDATION/ITEM SUMMARY:

Chapter 143.043 of the Texas Local Government Code provides for Field Training Officer Assignment pay to be paid to members of a police department who are assigned to and perform the duties and responsibilities of the Field Training Officers' program.

Attached is a copy of the proposed Field Training Officer Assignment Pay Ordinance that will be considered for approval at the next Hewitt City Council meeting.

ATTACHMENTS:

Field Training Officer Assignment Pay Ordinance

ORDINANCE NO. _____

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF HEWITT, TEXAS AUTHORIZING FIELD TRAINING OFFICER ASSIGNMENT PAY FOR MEMBERS OF THE POLICE DEPARTMENT WHO ARE ASSIGNED TO AND PERFORM THE DUTIES AND RESPONSIBILITIES OF THE FIELD TRAINING OFFICERS' PROGRAM; SUCH ASSIGNMENT PAY TO BE IN THE AMOUNT OF ONE HUNDRED DOLLARS (\$100.00) PER PAY PERIOD IN ADDITION TO THE REGULAR PAY RECEIVED BY SUCH MEMBERS OF THE POLICE DEPARTMENT; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, the City of Hewitt has adopted Civil Service, Chapter 143 of the Texas Local Government Code for its Police Department employees; and

WHEREAS, Section 143.043 of the Local Government Code provides for Field Training Officers' assignment pay to be paid to members of a police department who are assigned to and perform the duties and responsibilities of the Field Training Officers' program; and

WHEREAS, the City Council agrees that members of the Police Department who are assigned to and perform the duties and responsibilities of the Field Training Officers' program shall receive additional compensation in the amount of One Hundred dollars (\$100.00) per pay period while performing such duties.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF HEWITT, TEXAS, THAT

Section 1. The City Council of the City of Hewitt agrees members of the Police Department of the City of Hewitt, who are assigned to and perform the duties and responsibilities of the Field Training Officers' program should receive additional compensation in addition to the regular pay received by members of the Police Department while performing the duties of a Field Training Officer.

Section 2. A "Field Training Officer" means a member of the Police Department who is assigned to and performs the duties and responsibilities of the Field Training Officers' program.

Section 3. While performing the duties and responsibilities of the Field Training Officers' program, a Field Training Officer shall be paid assignment pay in the amount of One Hundred dollars (\$100.00) per pay period in addition to regular pay received by such members of the Police Department.

Section 4. The effective date of this ordinance is _____, 2021 and will be effective until repealed or amended by the City Council.

PASSED AND APPROVED on this ____ day of _____, 2021.

CITY OF HEWITT, TEXAS

Steve Fortenberry, Mayor

ATTEST:

Lydia Lopez, City Secretary

APPROVED AS TO FORM:

Michael W. Dixon, City Attorney



MEETING AGENDA ITEM FORM

MEETING DATE: November 1, 2021

AGENDA ITEM #: 5

SUBMITTED BY: Jessica Higgins, Civil Service Director

ITEM DESCRIPTION:

Briefing and discussion on the Police Department's Five-year Strategic plan.

STAFF RECOMMENDATION/ITEM SUMMARY:

Recently, the City of Hewitt Department Staff presented a Five-year Strategic plan to the City Council. The City Council was supportive of the plan and began taking steps in the FY2021-2022 budget to address initial portions of the plan.

ATTACHMENTS:

The Police Department's Five-year Strategic plan.

Five Year Strategic Plan



HEWITT POLICE



**HEWITT CITIZENS
POLICE ACADEMY 2021**


Want to learn what happens on the other end of a 911 call? How our officers respond? Or what happens in the police department day-to-day?

Join Hewitt Citizen Police Academy 2021!

Tuesdays @ 6:30 pm beginning 2/16/21

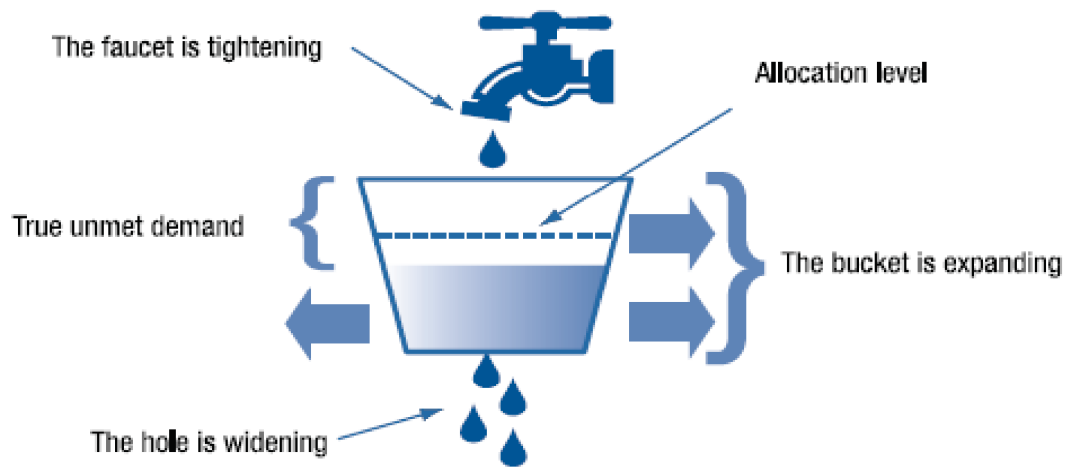
COMPLETELY FREE!

Apply online at cityofhewitt.com/282/Police-Department



Much attention has been given to police recruitment, retention, and, in this economic context, how to maintain police budgets and existing staffing positions. Less has centered on adequately assessing the demand for police service and alternative ways of managing that demand.

To illustrate the staffing landscape that police agencies face, including the total demand for new officers and the challenges in personnel planning, Wilson et al. (2011) suggest a “bucket” metaphor. In this analogy, the bucket represents the total demand for police officers. The supply of personnel flows through a tightening faucet, shrinking due to changing generational preferences and a decreasing number of qualified applicants. Meanwhile, the hole in the bucket, caused by retirement, military call-ups, and other sources of attrition, is expanding. The demand for police officers is increasing because of the need for local police to address community policing, homeland security, and other emerging issues, such as immigration enforcement, computer crime, violence in schools, and the implications of social media. The net result is an increasing gap between the actual number of officers and both the allocation level (shown by the dashed line) and the total demand for officers.



Communications



Between the thin red line and the thin blue line lies the thinnest gold line.
This gold line represents those who rarely are seen but mostly heard.
The calm voice in the dark night; the golden glue that hold it all together. Dispatchers.

Created by First in Ring

Communications Division

The Communications Division is a staffed Public Safety Answering Point (PSAP) which includes all 911 generated emergency calls and text message, non-emergency calls for service/general information, dispatch for both the Hewitt Police and Fire Departments, and Mass Emergency Notification. This section is staffed with one (1) Communications Supervisor and five (5) Communications Technicians. Each position is licensed by the Texas Commission on Law Enforcement Education, requires annual continual licensing education/training, and these positions are considered First Responders. The staffing level of the Communications division has remained at six (6) full time positions for the last fifteen (15) years and has not grown to accommodate the increased demand for service that the City of Hewitt has experienced over the last five years. Employees currently work ten (10) hour shifts, with one Communication Technician present for each shift, with overlap on two (2) shifts per week.

Annual Statistics

Year	CAD Events	On View/ Officer	Call Volume	911 Calls
2016	16758	12429	4329	5912
2017	16432	11932	4500	4917
2018	16814	12403	4411	5211
2019	16228	11591	4637	5579
2020	13312	8763	4549	5501

Annual Shift Relief Calculation

Vacation	120 hours
Holiday	96 hours
Sick Time	96 hours
Training	10 hours
Regular Days Off (3)	1560

Total 1882

$$365 \times 10 - 1882 = 1768 \text{ Hours}$$

3650 / 1768 = 2.06 Staffing per shift

Thus, in this example, 2 Communication Technicians need to be assigned to a shift to ensure one is working any given shift.

Five Year Staffing Plan

The Communications section has been understaffed for over a decade. Based on the amount of activity – not counting the non-emergency calls for service (because they cannot be calculated), dispatched calls for Police and Fire and 911 activity, additional staff needs to be added to this section. Currently the Communications Supervisor occupies a dispatch shift and station, making little time for supervisory duties and leadership activity.

Proposal - The Communications Section, over the next five years will need to add three (3) full time positions to accommodate the amount of activity in this section, provide adequate coverage for the twenty-four-hour time frame they cover, and provide a singular supervisory position that can control training, staffing, scheduling, coaching and counseling.

Estimated Budgetary Cost: \$144,000.00

Criminal Investigations Division



Criminal Investigations Division

The Criminal Investigations Division is staffed with one (1) supervisor and two (2) detectives. This section investigates all offenses that are not deemed “On-View” offenses by the Patrol Section and require considerable follow-up and examination of criminal offenses. This section investigates offenses from the level of Class “C” Misdemeanor up to Capital Felony offenses. The staffing level for the Criminal Investigative Division have remained at the current level for over a decade even though there has been a significant increase in the complexity of many of these investigations, and considerable time is devoted to clearing offenses – sometimes taking weeks. Additionally, this section is responsible for the completion of cases, seeking Complaints and affidavits for ALL criminal cases at Hewitt PD. These investigators are responsible for the technology aspect of investigation utilizing the Cellebrite digital system, Leads on Line, ACCURINT, and other next generation investigative tools to bring resolution to cases. Investigators are not specialized (i.e. crimes against person, juvenile offenses), but must be ready to investigate a myriad of offenses throughout the year and staff a rotating monthly “On-Call” list.

Annual Statistics

Year	Assigned Cases	Average/Investigator - Annual	Clearance
2016	271	90	61
2017	326	109	151
2018	345	115	184
2019	365	122	101
2020	269	90	44

Annual Shift Relief Calculation

Vacation	120 hours
Holiday	96 hours
Sick Time	120 hours
Training	40 hours
2 Off / 80 Pay Period	832

Total 1208

$$365 \times 8 - 1208 = 1712 \text{ Hours}$$

$$**2920 / 1712 = 1.7 Staffing per shift**$$

Thus, in this example, 1.7 officers need to be assigned to a shift to ensure one is working any given shift.

Five Year Staffing Plan

The Criminal Investigative Division has been able to navigate through complex cases and produce results every year. The average amount of cases per detective is a consideration when you look at the time and energy many of these cases take to bring to a resolution. This section is in need of additional staff to bring the case average down per investigator, allowing for more time for factfinding, prosecution, and justice for victims.

Proposal

Over the next five years, additional staff consisting of one (1) Detective and the promotion of one (1) Lieutenant to this section would provide the needed staffing to control the average case load, as well as mirror the Administrative levels of the Patrol Division. This additional to staffing would result in additional entry level officers in the Patrol Section, as these additions would be personnel currently on staff.

Estimated Budgetary Cost: \$78,707.00

Patrol Division



Patrol Division

The patrol section is the most dynamic, interesting and challenging aspect of the law enforcement profession. Only the most dedicated and courageous individuals work and succeed in this division. Patrol is the “Backbone” of the organization and considered the strength and structure of all law enforcement. Almost everything the police do is a response to a Patrol action of function. Staffing here is crucial. If there are not enough officers to respond to calls for service or to patrol for criminal activity, then no other functions of the police will matter. The Hewitt Police Department Patrol Division provides twenty-four-hour protection, on four (4) twelve (12) hour shifts and is the largest division of the Department consisting of eighteen (18) sworn Officers. Each shift is staffed with one (1) Sergeant and three (3) Officers. Lieutenant Promotions in 2021 will result in one (1) Lieutenant, one (1) Sergeant, and two (2) Officers per shift.

Understaffing may undercut community policing and similar problem-solving efforts. The Hewitt Police Department has been fortunate to continue applying the Community policing Philosophy to its daily response but the relationship between staffing and community policing efforts may not be linear. Problem-solving may be structurally integrated in community-oriented approaches to patrol, response, follow-up, and organizational transparency. Nevertheless, both specialized units (often in the form of school, or community outreach programs) and proactive patrol efforts are compromised because of restrictions in uncommitted officer time arising from budget cutbacks, or lack of staffing. The City has seen substantial growth over the last five years, and indicators are this trend will continue as property (houses, commercial) continue to locate in our area.

Most agencies recognize the importance of staffing analysis. All have used some type of analysis to determine personnel needs. Nevertheless, the sophistication of analysis varies considerably given that each agency has a different method to facilitate the processes, prescriptions, and formulas available, as well as a different familiarity with what a proactive planning analysis requires. What constitutes a “staffing analysis” for each agency depends on organizational needs, capacities, time, and resources.

Annual Statistics

Year	Officer Initiated Calls	Criminal Cases	Traffic Stops	Arrests
2016	12429	265	3403	311
2017	11932	366	2959	429
2018	12403	333	3317	334
2019	11591	400	3413	358
2020	8763	318	2741	304

Annual Shift Relief Calculation

Vacation	120 hours
Holiday	96 hours
Sick Time	120 hours
Training	40 hours
7 Off / 80 Pay Period	2184

Total 2560

$$365 \times 12 - 2560 = 1820 \text{ Hours}$$

$$**4380 / 1820 = 2.4 Staffing per shift X 4**$$

A department using 12-hour shifts with a relief factor of 2.4 must have at least 4.8 officers to ensure at least one can be scheduled for each shift.

Five Year Staffing Plan

The patrol Division is by far the most active subset of the organization providing service 24/7/365. There is no service that we provide without it beginning by an officer employed by the Patrol Division. Over the last decade the Hewitt Police Department has added only five (5) sworn Officer positions to staff, three (3) of these positions were supplemented by the School Resource Officer partnership with Midway ISD, only two (2) Full time Officers have been added to the Patrol Division since 2009. Along with Staff comes additional tangibles that are required for employment and service delivery i.e. equipment and transportation with the addition of staff.

Proposal

Over the next five years, additional staffing of four (4) additional sworn Officer positions should adequately cover the Patrol Division with personnel to cover the proactive nature of community policing – allowing time to solve problems, protect the expected future growth (residential and commercial), and cover the shift relief differential. Additional Patrol vehicles will have to be purchased with the additional staffing as we currently only have enough units to stagger the rotation of use, and keep them from being used “back to back”.

Estimated Budgetary Cost: Personnel (includes equipment) - \$312,000.00 Vehicles - \$204,510.00

TOTAL (\$516,510.00)

Public Safety Officer Program (PSO)



Public Safety Officers (PSO)

Until recently law enforcement agencies were organized so that nearly all functions were performed by sworn police officers. Many departments now employ a significant number of non-sworn employees to provide support to police operations.

The growth in non-sworn personnel has led to use of these individuals to perform tasks once thought to be the exclusive domain of sworn officers. Reasons for this change include:

- Freeing up time for sworn officers to do community policing and other tasks
- Non-sworn staff often having skills more appropriate for the immediate task
- The cost of non-sworn personnel being less than that of sworn personnel

One of the most common ways in which duties are moved from sworn personnel is through the use of public service officers (PSO). These members perform a wide range of tasks previously performed by sworn officers, or they may work in conjunction with sworn officers. PSOs usually wear a uniform but are unarmed. They typically have no police authority and are civilian members of the Police Department. Assignments of PSOs can include:

- Assisting patrol officers in non-enforcement activities
- Walk in / Lobby reports and phone calls
- Responding to citizen requests for service
- Maintaining police vehicles and equipment
- Picking up and delivering correspondence for the department and community organizations
- Identifying and reporting criminal activities
- Follow up on Misdemeanor criminal cases assigned to CID
- Assisting in traffic control of special events, major fires, parades, and accidents

Five Year Staffing Plan

Over the next five years, the Department would like to create this new civilian position to free up sworn personnel to deal with the demands of Community policing and law enforcement issues of the community. These positions could also assist with the daily operations of the agency such as transporting vehicles to maintenance, assisting on traffic control and taking reports on minor offenses. This program would also serve as a recruiting tool, allowing civilian staff to learn the organizational operations and functions of the Hewitt Police Department, thus providing future candidates to become sworn officers in the future.

Proposal

Over the next five years, the Department would like to staff this position with three civilians, covering three staggered ten (10) hour shifts covering the twenty-four-hour period that we service the community.

Estimated Budgetary Cost: Personnel (includes equipment) - \$105,000.00 Vehicles - \$27,000.00