

**TOWN OF TROPHY CLUB  
CRIME CONTROL AND PREVENTION DISTRICT  
BUDGET FY 2013-14**

**BACKGROUND**

A creation election for the Crime Control and Prevention District allowing for the collection of a one-fourth of one percent sales tax was held in May, 2013. Proceeds from this sales tax may only be used for law enforcement programs. State law requires that a public hearing be held in relation to consideration of the proposed budget. The issue passed and a Crime Control and Prevention District Board was appointed by Council on June 3, 2013.

**ANALYSIS**

**Proposed FY 2013-14 Budget**

The proposed budget projects sales tax collection to be \$160,000. Interest earnings are also projected however this data is not available and is not included. Projects for years one and two are hereby submitted for consideration by the Board of Directors.

State law requires that the district fund an annual evaluation program to study the impact, efficiency, and effectiveness of new or expanded crime control and crime prevention programs. The law also requires that the board have an annual audit made of the financial condition of the district by a third party auditor. Finally, the district can contract with the municipality for administrative support. A total of \$1,000 has been requested to cover the cost of the third party audit and the use of town staff to provide administrative support and conduct the annual evaluation.

**Proposed FY 2013-14 Budget Detail  
Crime Control and Prevention District**

<b>BEGINNING FUND BALANCE</b>	<b>\$ 0</b>
 <b>REVENUES</b>	
Sales Tax	<b>\$160,000</b>
Interest/Misc.	<b>\$0</b>
 <b>Total Revenues</b>	 <b>\$160,000</b>
<b>Total Resources</b>	<b>\$160,000</b>
 <b>EXPENDITURES</b>	
<b>Police Department Infrastructure</b>	<b>\$75,000</b>
Start the needs assessment/design/engineering process with a Request for Proposal from the appropriate firms.	
Locate property and negotiate purchase	
 <b>One-Time Expenditures:</b>	
TASER (10 units)	<b>\$12,500</b>
Fifth patrol vehicle	<b>\$26,000</b>

Equipment to outfit fifth patrol unit	\$18946
Automated External Defibrilators (3 at \$2000 each)	\$6000
Identify appropriate duty weapons/equipment (no cost year 1)	\$0
Update Opti-com technology (existing fleet)	\$0
Automated License Plate Recognition System (no cost year 1)	\$0
Rapid Response Equipment	\$21554
Issued equipment - \$17100	
Vehicle equipment - \$1500	
Ammunition Cost for duty ammunition and training - \$2954	
Handheld Electronic Citation system (no cost year 1)	\$0
<b>Total One-Time Expenditures Year 1:</b>	<b>\$85000</b>
<b>Personnel</b>	
Second SRO	\$0
Total Personnel	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$160,000</b>
<b>ENDING FUND BALANCE</b>	<b>\$0</b>

**TOWN OF TROPHY CLUB  
CRIME CONTROL AND PREVENTION DISTRICT  
BUDGET FY 2014-15**

**Proposed FY 2014-15 Budget Detail  
Crime Control and Prevention District**

<b>BEGINNING FUND BALANCE</b>	<b>\$ 0</b>
<b>REVENUES</b>	
Sales Tax	<b>\$160,000</b>
Interest/Misc.	<b>\$0</b>
<b>Total Revenues</b>	<b>\$160,000</b>
<b>Total Resources</b>	<b>\$160,000</b>
<b>EXPENDITURES</b>	
<b>Administrative Fee (Audit)</b>	<b>\$1,000</b>
<b>Police Department Infrastructure</b>	<b>\$75000</b>
Identify funding source and begin construction	
<b>One-Time Expenditures:</b>	
TASER (6 units)	<b>\$7500</b>
Sixth patrol vehicle	<b>\$26,000</b>
Automated External Defibrilators (3 at \$2000 each)	<b>\$6000</b>
Equipment to outfit sixth patrol unit	<b>\$19246</b>
Includes Rapid Response equipment (\$300)	
Update Opti-com technology (existing fleet)	<b>\$6000</b>
Identify and issue duty weapons	<b>\$14,000</b>
Rapid Response Equipment for vehicles	<b>\$5254</b>
Additional RRE ammunition and supplies	
Handheld Electronic Citation system (no cost year 2)	<b>\$0</b>
<b>Total one-time expenditures</b>	<b>\$85000</b>
<b>Personnel</b>	
Second SRO	<b>\$0</b>
<b>Total Personnel</b>	<b>\$0</b>
<b>TOTAL EXPENDITURES</b>	<b>\$160,000</b>
<b>ENDING FUND BALANCE</b>	<b>\$0</b>

**RECOMMENDATION**

It is staff's recommendation that the Board of Directors of the Town of Trophy Club Crime Control and Prevention District approve the FY 2013-14 and FY 2014-15 proposed budgets. The proposed budgets will then be submitted to the Town Council for consideration.

**TOWN OF TROPHY CLUB  
CRIME CONTROL AND PREVENTION DISTRICT  
OVERVIEW**

Chapter 363 of the Texas Local Government Code allows for the creation of a Crime Control and Prevention District (hereinafter "CCPD"). Sales tax funds the District, in this instance 1/4 of 1 percent. The District was approved by the voters of the Town of Trophy Club on May 11, 2013.

The Trophy Club Town Council appointed a Board of Directors for the proposed Crime Control and Prevention District. The members of that board are:

Dena Boudreau	Board member
Adam Broyles	Board member
Christopher Davis	Board member
Timothy Gamache	Chair
Paul Glowacki	Board member
J.J. Isherwood	Board member
Vacant	Board member

This board will consider a two-year Crime Control and Prevention Plan as well as a Budget Plan for the District.

The following pages outline the Crime Control and Prevention Plan and the Budget. The Plan provides funding and follows strategies. These strategies are:

1. Enhance the efficiency and effectiveness of the Trophy Club Police Department through development of a needs assessment and engaging engineering experts to plan and implement a new police facility.
2. Enhance the crime fighting capabilities of the Trophy Club Police Department through the acquisition of equipment and technology.
3. Increase the capabilities of the Trophy Club Police Department through increased staffing in specific areas.

## **CRIME CONTROL AND PREVENTION PLAN TWO YEAR PLAN**

Throughout the history of law enforcement in America, changes in technology ushered in changes in crime control strategies. As equipment, technology, and training have improved agencies moved from the traditional model to the professional model to the community policing model to the intelligence-led model.

The Trophy Club Police Department recognizes the effectiveness of the two most recent models but also recognizes the effectiveness of traditional law enforcement practices such as rapid response to calls for service.

The Trophy Club Police Department primarily uses a hybrid form of community policing, embracing the problem-solving and partnership aspects of community policing. We also include what many consider a more traditional response by having a uniformed officer respond to all calls for service as quickly as time permits. Detectives not civilian personnel follow-up on all criminal events. However, in keeping with the problem oriented/community oriented model, officers look for potential problem areas where there are reoccurring problems and partner with residents and other stake holders to resolve those problems.

The Town of Trophy Club is a proactive town and its police department is no different. The department attempts to equip its staff with the most effective safety and crime fighting equipment they can reasonably afford. Funding sources have traditionally included the general fund and grants. There are obvious limits on these sources of funding. The Department competes with other Town departments for general fund dollars and against other public and non-profit agencies for grant funding.

Any increase to our sales tax rate such as proposed through the creation of the CCPD will collect taxes from non-residents who consume law enforcement services and provide needed funding to improve public safety. The 1/4 of a cent sales tax allocated for the CCPD appears as a fair way of spreading that burden because the choice to make purchases for which sales tax dollars are collected rest solely with the purchaser.

The Crime Control and Prevention District two-year plan and budget will focus on the following strategies:

**Development of a needs assessment/design/engineering services for a Police Building** – The Police Building is in abysmal condition. This is a critical issue for the Department. In order to carry out its mission, the Department must move forward with a needs assessment, development of architectural and engineering plans, and locating a site for a future police building.

**Equipment and New Technology** – In order to carry out its mission, the police department must equip and train its officers with various tools to maintain and improve public safety. Such tools may include small pieces of equipment assigned to individual officers up to and including capital equipment. Supervisors, in conjunction with the Town's Information Technology staff continually evaluate new technology that can be employed to enhance our efficiency.

**Staffing Levels** – Critical law enforcement services in the Town of Trophy Club rely upon establishing minimum staffing levels in specific areas in order to carry out its mission. The district will support local law enforcement with additional staffing in order to ensure minimum staffing for School Resource Officers.

## **Action Step Justification for Request**

### **Action Step Title: Development of a needs assessment/design/engineering services for a Police Building**

#### **Why is the action step being requested?**

*What is the issue to be addressed, when and how did it become an issue, etc.*

The Police Building was built by G. E. Capital Modular Systems in early 1995. The concept of construction was five (5) modular units transported in and secured together. These units were leveled with jack stands and skirted with a brick ledge then covered with brick veneer. The original cost was around \$200,000.

Maintenance issues began to arise late 1999 starting with the roof. G. E. Capital referred us to a company by the name of Maintenance Express. Maintenance Express is apparently now out of business. Several attempts to repair the roof over the years have produced varied results. As noted, the building is leveled on jack stands. These were placed on plywood that, over the years, has deteriorated to the extent that the expansion of an unstable foundation has affected the roof and floor of the building. Being a modular structure and set up like a trailer home, this building does not have a solid foundation. The foundation is "pier and beam" although one contractor advised me that some of the piers are cinder blocks and some are jack stands sitting on plywood. After 17 years, you can imagine how much support plywood is actually providing.

Water damage from leaks in the roof has compromised the stability of the foundation and supporting walls. Floors have buckled, resulting in ripped carpet, and sticking doors. Mold was found in two offices and remediated.

Gallagher Roofing repaired the roof in 2006 after several years of temporary repairs. New down spouts were installed at this time. Unfortunately these oversized down spouts cause additional water to be introduced under the foundation. Currently, the roof is leaking in at least one location.

Other maintenance include of repairs to the air condition system. Two (2) different contractors explain to us that the repairs to modular A/C units are costly because of where the units are placed and also the fact that they are not manufactured to be used as a permanent fixed unit. An estimate to replace all of these units has been obtained and would exceed the entire building maintenance line item.

Problems with this type of construction used long-term could fill several pages. The board will be offered the opportunity to do a walk-through at a future meeting.

#### **What have you done to handle this issue until now?**

*Have you utilized overtime, contract help, part time hours, rental of equipment, technology changes, changes in processes or procedures, had an unsatisfactory response, etc*

The Department has relied on temporary fixes for air conditioners and the roof, via the Building Maintenance line item. The HVAC units require hundreds of dollars of repair each season. The

Building Maintenance line item has increased in actual expense every year since FY 2007-08 when actual expenses were \$5420. As of September 1, 2012, the actual expense for FY 2011-12 was \$10,073. This line item is set at \$12,500 for FY 2012-13.

Repair of the substructure and floors, replacing carpeting and tile, painting the interior, etc. will add greatly to the appearance of the building. An estimate of over \$83,000 for this work was obtained in 2012. Painting the interior walls alone has been estimated at \$19,800. Future needs but will undoubtedly include replacement of HVAC units (7 total) if we are to remain in this building.

Repair of the substructure and floors, replacing carpeting and tile, painting the interior - \$83,000  
Repair/replace HVAC units - \$29,700  
Last year's estimates of repairs to bring buildings into acceptable condition - \$112,700

Last month extremely weak spot in the patrol room floor was patched with plywood to prevent someone from stepping through the floor and the floor at the rear door of the building needs to be repaired as well.

**What would happen if this action step was not funded?**

*Would you still provide the service? How would response times or workload be affected? How would other programs or positions be impacted?*

The Police Department will continue to operate from this facility until it is replaced or condemned. Finding mold in two offices leads one to believe there could be more, yet undiscovered mold. Fortunately, we were able to remediate the mold as it was not a toxic sort of mold. We cannot, however, expose employees and visitors to the building to a toxic environment. The building is too small; has too little storage; is poorly arranged; and does not contain the appropriate training, locker, shower, or emergency use areas.

Further, the property actually belongs to the Municipal Utility District. It has been stated that there is a letter from the MUD to the Town which sets a deadline for removal of the building so the MUD can construct additional water storage units.

**What existing funding (positions/programming) have you evaluated for use if no additional resources are approved?**

*Have you looked at eliminating other positions, programs? Have you looked at technology improvements? Have you looked at re-engineering the process? Utilizing contract or shared resources with another department or agency?*

Eliminating positions, increasing technological capabilities, or re-engineering the process do not apply. Sharing resources with other municipal departments is an appropriate consideration and, should this needs assessment be funded by the CCPD, a needs assessment for other Town departments should be funded from the General Funds.

A multi-use building was considered when the Fire Department was in the planning and engineering stages. They had already committed a sizeable amount of money to the process and

a redesign to include both Fire and Police Departments would have proven to be very expensive. Further, the property upon which the Fire Department is built would not have been large enough for both departments.

Land for locating public buildings in Trophy Club is rapidly disappearing. This is a primary consideration and must be a priority when proposing a design for the structure. If land is procured for a municipal service/police building, the needs assessment and architectural work could proceed much more quickly as the building could be designed to fit the property.

A shared facility would eliminate the need for duplicate restrooms, kitchen facilities, training rooms, and conference rooms. It would maintain the Town offices under one roof and enhance cooperative efforts among the various departments.

However this is developed, one major concern is the absence of a hardened Emergency Operations Center. The existing locations (FD with Town hall as back-up) are not sufficiently hardened from external weather forces and are located in areas that are commonly available to the general public. Neither situation is appropriate for an EOC.

Since the original development of this plan, a major sewage problem in the Police building required a significant rehabilitation of the building. New flooring and paint was applied and other major repairs were done, including leveling the building.

**Performance Measures:**

Year 1

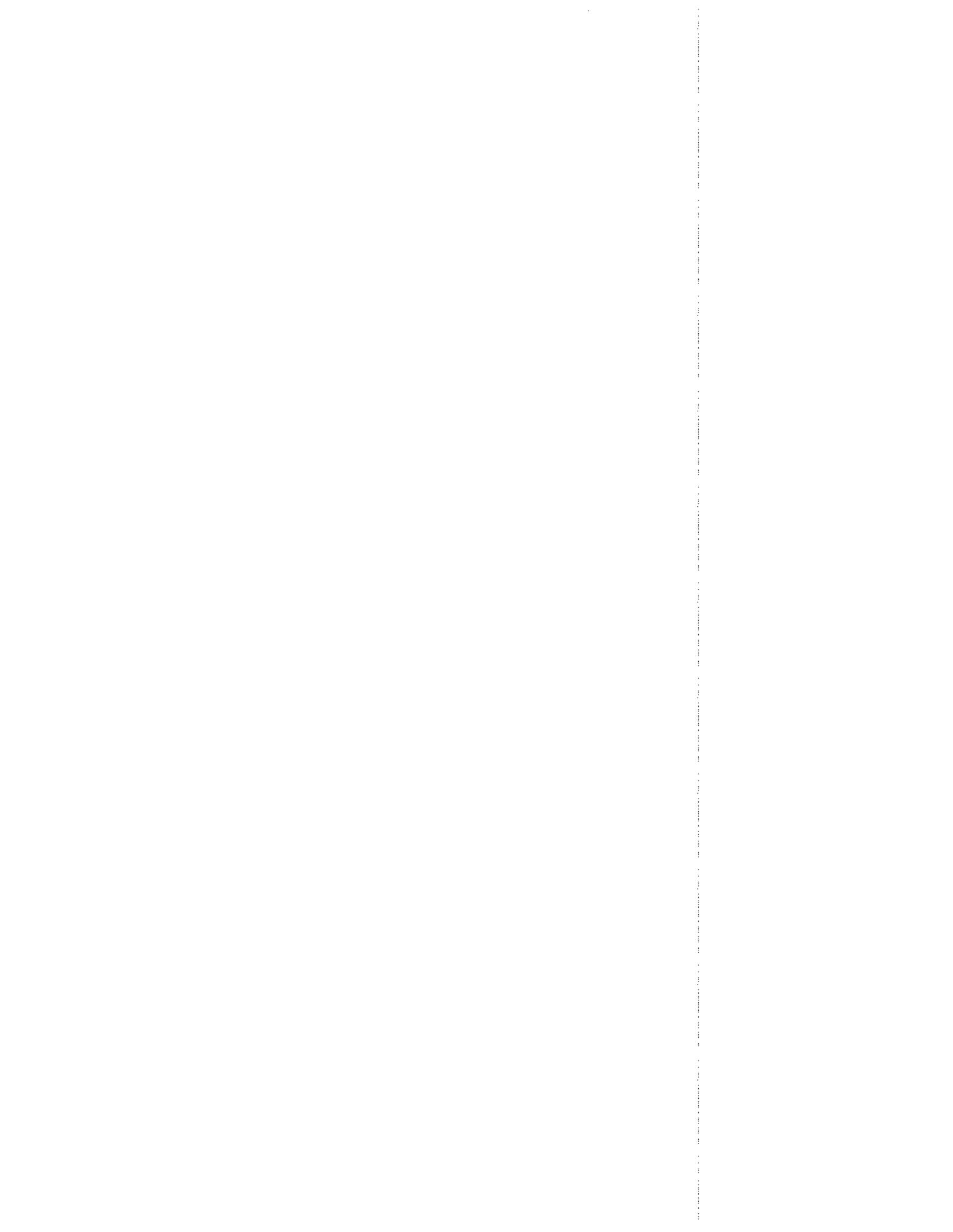
Locate property and negotiate for its purchase.

Start the needs assessment/design/engineering process with a Request for Proposal from the appropriate firms.

Obtain political support for stand-alone Police Building.

Year 2

Obtain funding for building and start construction.



**All Equipment and New Technology requests are prioritized based on input from Police Department Command Staff and are listed according to that input.**

### **Action Step Justification for Request**

#### **Action Step Title: Equipment and New Technology – TASER issue**

##### **Why is the action step being requested?**

*What is the issue to be addressed, when and how did it become an issue, etc.*

“While a police officer is on duty he or she needs simple and reliable systems to protect themselves as well as the public. Most confrontations do not justify the use of lethal force, but an officer should not have to expose him or herself or the public to risk of injury from physical confrontations with a violent combatant. Field studies of TASER® technology have shown these less-lethal weapons can significantly reduce injuries to both suspects and officers.”  
(\*TASER International)

The Town Of Trophy Club is mostly residential. If we have to use force on someone, it is likely that a member of our community may be directly affected. Officers do not want to injure a combative individual. We only wish to stop them from causing injury to themselves or others. Prior to the pilot program for TASER in Trophy Club, the force options a police officer had included brute strength or hand-to-hand combat skills, OC Spray, striking the individual with a collapsible baton, or lethal force (firearm). These limited options place the officer as well as the department in direct line of fire for a liability nightmare. The liability and cost of litigation has the potential to soar into the tens of thousands if not millions of dollars if an officer seriously injures a combative individual.

##### **What have you done to handle this issue until now?**

*Have you utilized overtime, contract help, part time hours, rental of equipment, technology changes, changes in processes or procedures, had an unsatisfactory response, etc*

In Fiscal Year 11-12, the Department entered into a pilot program for TASER use. We purchased four units. Each officer was issued a holster and received the training necessary to qualify to carry a TASER. We have been analyzing the effectiveness of this tool since fielding them in the Spring of 2012. Prior to fielding the TASER, we amended our use of force policy to include this less-lethal option.

To date, we have had one incident in which a TASER was actually used to stop a person. It stopped him effectively and an arrest was accomplished. There has been at least one incident in which TASER use was threatened and a violent confrontation that would have resulted in injuries to both suspect and officers was avoided. The suspect complied with orders rather than subject himself to the TASER. There has been anecdotal information passed along that individuals have been much more likely to submit to arrest than to flee or fight when the TASER is present, even if it is not deployed. If the TASER is not unholstered, no use of force report is required so this data is not included in the analysis.

**What would happen if this action step was not funded?**

*Would you still provide the service? How would response times or workload be affected? How would other programs or positions be impacted?*

If this request is not funded we will request the purchase of the TASER units for individual issue in the FY 2013-14 budget.

**What existing funding (positions/programming) have you evaluated for use if no additional resources are approved?**

*Have you looked at eliminating other positions, programs? Have you looked at technology improvements? Have you looked at re-engineering the process? Utilizing contract or shared resources with another department or agency?*

These factors are not applicable.

**Performance Measures**

**Year 1**

Obtain and issue the TASER to each full-time patrol officer.

Two existing TASER units would be issued to patrol sergeants with two remaining as back-up or for reserve officers. Six additional units would be purchased next FY to issue to all full-time sworn officers.

Continue the analysis of TASER use as well as other use of force options.

Provide necessary maintenance and upgrades on the new equipment in accordance with manufacturer's specifications.

**Year 2**

Purchase six additional units to issue to all full-time sworn officers and maintain existing units for back-up or for reserve officers.

Continue the analysis of TASER use as well as other use of force options.

Provide necessary maintenance and upgrades on the new equipment in accordance with manufacturer's specifications.

## **Action Step Justification for Request**

### **Action Step Title: Equipment and New Technology – Fifth and sixth patrol vehicles**

#### **Why is the action step being requested?**

*What is the issue to be addressed, when and how did it become an issue, etc.*

The patrol fleet consists of four marked Chevrolet Tahoes. The decision to purchase the Tahoe as a patrol unit was made when it became apparent that the Ford Crown Victoria Police Interceptor would be phased out. The Dodge Charger had proven to be an unreliable replacement for the Crown Victoria and the Ford alternatives were new and unproven. Chevrolet reintroduced the Caprice for patrol use but it was a relatively new system that was also unproven for patrol use. The Tahoe is expected to last longer, is a larger vehicle internally, and has many other features that make it an exceptional patrol vehicle. Additionally, it has become a standard item in many agencies.

With the increase in patrol staff authorized this fiscal year, there will be times when we will have four officers on-duty at one time, each utilizing a patrol unit. With this use, the life expectancy of the Tahoe will be reduced. Providing an additional patrol unit will ensure that there are sufficient vehicles available to make the most efficient use of the personnel we have on-duty.

#### **What have you done to handle this issue until now?**

*Have you utilized overtime, contract help, part time hours, rental of equipment, technology changes, changes in processes or procedures, had an unsatisfactory response, etc*

Until the three new full-time patrol officers are on the street, which is anticipated by May, 2013, this will not be an issue. We will be evaluating the vehicle workload this summer to determine whether or not to request two new patrol units instead of just one.

#### **What would happen if this action step was not funded?**

*Would you still provide the service? How would response times or workload be affected? How would other programs or positions be impacted?*

We will request funding for patrol unit(s) through the budget process. We will still patrol as always although efficiency could be reduced if four officers are on-duty and fewer than four vehicles are available.

#### **What existing funding (positions/programming) have you evaluated for use if no additional resources are approved?**

*Have you looked at eliminating other positions, programs? Have you looked at technology improvements? Have you looked at re-engineering the process? Utilizing contract or shared resources with another department or agency?*

Patrol is a primary police activity and will not be replaced by any other activity.

#### **Performance Measures**

Year 1

Purchase fifth patrol unit.

Provide necessary maintenance on the new vehicle in accordance with fleet maintenance schedule.

Minimize down time of vehicle due to mechanical malfunctions.

Year 2

Purchase sixth patrol unit.

Provide necessary maintenance on the new vehicle in accordance with fleet maintenance schedule.

Minimize down time of vehicle due to mechanical malfunctions.

## **Action Step Justification for Request**

### **Action Step Title: Equipment and New Technology – Equipment to outfit fifth and sixth patrol units**

#### **Why is the action step being requested?**

*What is the issue to be addressed, when and how did it become an issue, etc.*

Under normal circumstances we will transfer existing and still usable vehicle equipment from a vehicle being taken out of the patrol fleet into a new patrol vehicle. If a fifth or sixth patrol vehicle is funded, there will not be equipment to transfer as it will still be in use in existing patrol vehicles.

Equipment to completely outfit a new patrol vehicle is almost as expensive as the vehicle itself and includes emergency equipment (lights and siren), radar, video camera, computer mount, rear transport seat and partition, etc. If these vehicles are not funded, it will not be necessary to fund this equipment.

#### **What have you done to handle this issue until now?**

*Have you utilized overtime, contract help, part time hours, rental of equipment, technology changes, changes in processes or procedures, had an unsatisfactory response, etc*

If these vehicles are not funded this will not be applicable.

#### **What would happen if this action step was not funded?**

*Would you still provide the service? How would response times or workload be affected? How would other programs or positions be impacted?*

Having a marked patrol unit without the equipment needed to perform the patrol tasks would not be an acceptable solution. If these vehicles are not funded this request should not be funded.

#### **What existing funding (positions/programming) have you evaluated for use if no additional resources are approved?**

*Have you looked at eliminating other positions, programs? Have you looked at technology improvements? Have you looked at re-engineering the process? Utilizing contract or shared resources with another department or agency?*

If these vehicles are not funded this will not be applicable.

### **Performance Measures**

Year 1

Purchase and install necessary equipment in new patrol unit.  
Provide necessary maintenance on the new equipment.

Year 2

Purchase and install necessary equipment in new patrol unit including AED and rapid response equipment as described below.

Provide necessary maintenance on the new equipment.

## **Action Step Justification for Request**

### **Action Step Title: Equipment and New Technology – Automated External Defibrilators**

#### **Why is the action step being requested?**

*What is the issue to be addressed, when and how did it become an issue, etc.*

Automated External Defibrilators (AED's) save lives. These units are now portable, simple to use, and available from multiple sources. Each patrol vehicle and the Police Building should be equipped with AED's. While we have not experienced a need for one of these units, it is only a matter of time before we will. When we do, seconds can make a difference between survival and death or serious physical harm.

When considering the unit to deploy, we would rely on the Fire Department for input. It would be most appropriate to obtain equipment that was compatible with their existing equipment. We currently have two in-service that have been refurbished.

#### **What have you done to handle this issue until now?**

*Have you utilized overtime, contract help, part time hours, rental of equipment, technology changes, changes in processes or procedures, had an unsatisfactory response, etc*

Each officer has received training in CPR. We will continue to update this training to stay up with the latest protocol and rely on the Fire Department to provide the AED response.

#### **What would happen if this action step was not funded?**

*Would you still provide the service? How would response times or workload be affected? How would other programs or positions be impacted?*

We will continue to rely on the Fire Department for AED service and provide CPR until firefighters are available.

#### **What existing funding (positions/programming) have you evaluated for use if no additional resources are approved?**

*Have you looked at eliminating other positions, programs? Have you looked at technology improvements? Have you looked at re-engineering the process? Utilizing contract or shared resources with another department or agency?*

Not applicable. It is unlikely other agencies would share their AED's with us

## **Performance Measures**

Year 1

Purchase and make the equipment available for in-service patrol units and the Police Building (three total)

Train all employees on the new equipment.

Provide necessary maintenance on the new equipment.

Maintain existing units as necessary.

Year 2

Purchase three units to put one in each patrol car while retaining the refurbished units as office-use only units.

Provide necessary maintenance on the new equipment.

## **Action Step Justification for Request**

### **Action Step Title: Equipment and New Technology – Identify and issue duty weapons**

#### **Why is the action step being requested?**

*What is the issue to be addressed, when and how did it become an issue, etc.*

Currently our officers supply their own duty weapon. There are a variety of weapons and calibers carried by officers. We are relatively flexible on duty weapons and permit major manufacturers weapons to be carried in either 9 MM, .357 Sig, .40 S&W, or .45 ACP caliber. The department furnishes training, practice, and duty ammunition on one of these calibers to each officer.

Each different make of firearm uses a different magazine. In fact, some firearms of the same make use different magazines in similar weapons. The Glock 22, for instance, is a semi-automatic pistol in .40 S&W caliber. The Glock 23 is also a semi-automatic pistol in .40 S&W caliber. They are very similar but magazines for the Glock 23, a compact version of the Glock 22, won't function in the Glock 22 (the magazine is too short). The Glock 22 magazine, however, will function just fine in the Glock 23. It is a longer magazine so it will extend from the frame but will function just the same.

Similarly, officers are offered several options for holsters and are allowed to carry Level 1 holsters (which have the minimum safety options), Level 2 holsters (with a second locking mechanism), or Level 3 holsters (which have the most security from unauthorized removal). With this wide variety of holsters comes the concern that if a second officer needed to access a downed officer's firearm, he or she might not be able to do so due to lack of familiarity with that holster.

Issuing three to four different calibers means the Department must purchase training, practice, and duty ammunition for three to four different calibers. Purchasing one caliber of training and duty ammunition would probably result in an overall savings to the Department by buying a greater volume of one type.

Standardizing duty weapons would allow us to standardize the ammunition, holsters, and magazines. This would save money over the long run and increase officer safety. We would no longer have a concern about officers on the same shift not being able to access a fallen officer's firearm if they were using the same holster. The officers could exchange magazines if one ran out. All officers would be familiar with the duty weapon other officers were carrying, eliminating the need for cross-training during an emergency situation.

#### **What have you done to handle this issue until now?**

*Have you utilized overtime, contract help, part time hours, rental of equipment, technology changes, changes in processes or procedures, had an unsatisfactory response, etc*

Officers have practiced with each other's firearms on a limited basis but full-scale training on the various platforms is not feasible.

**What would happen if this action step was not funded?**

*Would you still provide the service? How would response times or workload be affected? How would other programs or positions be impacted?*

We will continue to permit officers to carry the firearms they purchase.

**What existing funding (positions/programming) have you evaluated for use if no additional resources are approved?**

*Have you looked at eliminating other positions, programs? Have you looked at technology improvements? Have you looked at re-engineering the process? Utilizing contract or shared resources with another department or agency?*

This is not applicable. Officers are required to carry duty weapons and cross training would prohibitively expensive and time consuming.

**Performance Measures**

**Year 1**

Identify the type and caliber of firearm, caliber, holster, and magazine pouches appropriate for the Department through testing and evaluating various systems.

**Year 2**

Purchase the firearms and associated equipment.  
Train officers on the new firearms and equipment.  
Provide necessary maintenance on the new equipment.

## **Action Step Justification for Request**

### **Action Step Title: Equipment and New Technology – Update Opti-com technology**

#### **Why is the action step being requested?**

*What is the issue to be addressed, when and how did it become an issue, etc.*

The Opti-com is essentially a strobe light that opens the gates to our gated communities permitting us to enter these areas without stopping to input a gate code on the keypad at the entrances. Having to stop before entry can cost precious seconds when we respond to emergencies in these gated communities. The Opti-com is mounted on the bumper guards of our patrol vehicles. It has been determined that the strobe effect could cause a passing motorist who is epileptic to have a seizure. The Fire Department is transitioning to an infrared system to eliminate this strobe or LED flashing effect that occurs with our current lights. The infrared system would eliminate this possibility since the light is invisible. We would continue to be able to respond to emergencies without delay without posing a hazard to a passing motorist.

#### **What have you done to handle this issue until now?**

*Have you utilized overtime, contract help, part time hours, rental of equipment, technology changes, changes in processes or procedures, had an unsatisfactory response, etc*

There is not an option to this action step. We will respond to emergencies in gated communities using our current technology if this item is not funded.

#### **What would happen if this action step was not funded?**

*Would you still provide the service? How would response times or workload be affected? How would other programs or positions be impacted?*

We will still respond to emergencies in gated communities.

#### **What existing funding (positions/programming) have you evaluated for use if no additional resources are approved?**

*Have you looked at eliminating other positions, programs? Have you looked at technology improvements? Have you looked at re-engineering the process? Utilizing contract or shared resources with another department or agency?*

The only alternative here is to require physical entry of codes into each keypad. Since these codes change occasionally, it becomes the responsibility of each community to forward any changes to the Department and our responsibility to make sure each patrol officer is informed of the changes. The Opti-com system reduces response times.

#### **Performance Measures**

Year 1

No expenses Year 1

Year 2

Purchase and install the infrared equipment on existing patrol fleet.

Provide necessary maintenance on the new equipment.

Train officers on the new equipment.

## **Action Step Justification for Request**

### **Action Step Title: Equipment and New Technology – Automated License Plate Recognition System**

#### **Why is the action step being requested?**

*What is the issue to be addressed, when and how did it become an issue, etc.*

Typical criminal activity in Trophy Club runs the gamut from graffiti and criminal mischief to auto theft and burglary. We have been fortunate in that crimes against persons are the exception, not the rule.

The Town of Trophy Club has grown rapidly over the last ten years from a quiet, sleepy suburb of 5000 into a dynamic, accessible, well known residential suburb of southern Denton and north-east Tarrant Counties with a population of over 9,000. Trophy Club is considered to be one of the safest communities in North Central Texas. This has been accomplished through an award winning model of crime prevention and early detection.

Most of the towns that border Trophy Club experience crime rates that are higher than ours in spite of the fact that many of the same criminals travel through Trophy Club over shared borders. The Police Department has been tasked with doing more with less and becoming as efficient as possible in order to best use the resources we have. To that end, the Department has need of an Automated License Plate Recognition (ALPR) system.

#### **What have you done to handle this issue until now?**

*Have you utilized overtime, contract help, part time hours, rental of equipment, technology changes, changes in processes or procedures, had an unsatisfactory response, etc*

Officers on routine patrol frequently check suspicious motor vehicle license plates through the TLETS/NLETS system in order to ascertain whether the vehicle or license plates are stolen or whether the driver or other occupants may be wanted or connected with another offense. These checks are completed one at a time by radio or through the Mobile Data Computer (MDC) in the vehicle. In either case, license plate checks may take a minute or two to complete. In the case of moving vehicles, one to two minutes puts distance between the officer running the check and the vehicle and may impede the officer's ability to act should an occupant possibly be wanted or the vehicle and/or license plate return as stolen.

Using currently available technology, vehicle license plates can now be read automatically by ALPR systems. These plates are then compared to a current database of stolen vehicles, license plates, and wanted persons that is updated and downloaded daily. The results are almost instantaneous and allow the officer to concentrate on other observations even as his vehicle scans thousands of plates automatically. This process is much more efficient and provides a "force multiplier" for officers on patrol. The system will assist the Department in the prevention of crime and aid officers in rapidly apprehending suspects responsible for criminal activity both in Trophy Club and in surrounding municipalities. These ALPR systems will serve all groups within the town, both residents and the visiting population and will allow greater public safety through the detection of stolen vehicles, wanted persons, and vehicles used in criminal activity.

**What would happen if this action step was not funded?**

*Would you still provide the service? How would response times or workload be affected? How would other programs or positions be impacted?*

Officers will continue to run vehicles one at a time through the radio or MDC in the patrol vehicle. We will continue to find stolen vehicles and wanted persons. However, we will also continue to miss potential criminals trolling through Trophy Club for opportunities to take advantage of the fact that we can only be in one place at a time. Further, officers operating the MDC in the vehicle are, at least partially, distracted while they are driving. As traffic increases, the number of potential conflicts increases. Thus, during rush hour, when it is possible that a greater number of violators are on the streets of Trophy Club, the risks associated with using the MDC also increase.

**What existing funding (positions/programming) have you evaluated for use if no additional resources are approved?**

*Have you looked at eliminating other positions, programs? Have you looked at technology improvements? Have you looked at re-engineering the process? Utilizing contract or shared resources with another department or agency?*

Eliminating positions or programs or re-engineering the process are not applicable to this issue. This is existing technology that can be applied throughout the patrol function by equipping each patrol unit with the appropriate cameras and software. We hope to share data with numerous agencies and have previously attempted to fund this through a federal grant. These issues are still being researched.

There are no options to lease this equipment.

**Performance Measures**

**Year 1**

Evaluate other department's policies for the use of this technology.

Form partnerships with adjacent agencies and their crime analysis personnel in order to facilitate communication of intelligence and crime data via a regional ALPR database and determine if the sharing of data among the agencies is feasible.

**Year 2**

Identify the ALPR system most appropriate for the agency by researching other local agencies using ALPR systems.

Develop internal policy for the use of this technology.

Train all potential users on the policy.

Using comparative data, determine the success of the program in other agencies at providing a safer community by reducing crime through the identification, arrest, and prosecution of criminal offenders. Determine if it is feasible to begin this program by obtaining these systems.

## **Action Step Justification for Request**

### **Action Step Title: Equipment and New Technology – Rapid Response Equipment**

#### **Why is the action step being requested?**

*What is the issue to be addressed, when and how did it become an issue, etc.*

Rapid response to a shooting situation or other calamitous event at a public facility has become necessary due to the increasing severity of “active shooter” type events. Regardless of one’s position on the cause or cure of these events, one truth remains: The United States is the only nation in the world in which the first responders to this type of event are police officers. Every other country in the world sends its military to deal with these events.

Whether we consider these events domestic terrorism or address them by some other name, the local law enforcement agency will be the lead agency in the response. At risk of being labeled paranoid, it must be recognized that our four schools, our hotels and businesses, and our parks and playgrounds are potential targets for these events.

It has not happened in Trophy Club but that does not mean that it won’t. If it does, the equipment, supplies, and training to deal with the event must be in place in advance.

#### **What have you done to handle this issue until now?**

*Have you utilized overtime, contract help, part time hours, rental of equipment, technology changes, changes in processes or procedures, had an unsatisfactory response, etc*

Several of our officers have been to the “active shooter” type training that is offered in various places. We have patrol rifles and shotguns with which all officers have trained. We currently qualify with those firearms annually. Some officers have developed their own rapid response or “go” bag but there is no standardization of equipment or supplies for these kits.

Personal equipment issued would include rifle caliber vest plates and carriers in load bearing equipment, an advanced medical kit, and identification panels for the load bearing equipment. Other issued equipment or supplies would be provided as needed from the general fund budget. Issued equipment will increase to \$950 per person however equipment stored in vehicles would be reduced to \$1500 total.

Equipment stored in vehicles would include entry tools for opening or securing doors. Assuming that the fifth patrol unit is funded we would need five total (one for each patrol unit) at about \$300 each.

Ammunition and specialty munitions would also need to be funded for additional training and to equip all vehicles with duty ammunition/munitions for the patrol rifle and/or shotgun. \$9,900 is budgeted for this purpose. Reduce by \$6,946. Training and some duty ammo will come from qualification budget.

**What would happen if this action step was not funded?**

*Would you still provide the service? How would response times or workload be affected? How would other programs or positions be impacted?*

There is no question that, if an event occurred, we would respond with all personnel that were available. Mutual aid agreements already in place would enable us to call on agencies in the area for assistance. Trophy Club officers, who would undoubtedly be first on the scene, would enter as soon as the appropriate number of individuals was on the scene.

Response times and workloads would not be effected by our not having the equipment. However, if an event of this sort occurred, there would not be any on-duty officers who would not respond and take part. All other work would cease.

**What existing funding (positions/programming) have you evaluated for use if no additional resources are approved?**

*Have you looked at eliminating other positions, programs? Have you looked at technology improvements? Have you looked at re-engineering the process? Utilizing contract or shared resources with another department or agency?*

There is a federal program that permits us to identify and obtain military equipment that would be appropriate to this program but it is unlikely other local police agencies would share their equipment with us

**Performance Measures**

Year 1

Identify the rapid response equipment and supplies and determine which equipment would be individual issue (18 officers) and which would be stored in police vehicles (five units).

Obtain the equipment and supplies through the budget process or via the military equipment program mentioned above.

Train all employees on the new equipment and supplies.

Provide necessary maintenance on the new equipment.

Year 2

Purchase and install additional equipment.

Provide necessary maintenance on the new equipment.

## **Action Step Justification for Request**

### **Action Step Title: Equipment and New Technology – Handheld Electronic Citation system**

#### **Why is the action step being requested?**

*What is the issue to be addressed, when and how did it become an issue, etc.*

Currently officers complete citations by hand. With our previous court software system, we could issue an electronic citation that was generated after an officer entered the necessary information into the Mobile Data Computer. Without going into great detail, the records management system the Police Department employs does not communicate with the court system. The necessary software is available at some expense. If the software was obtained, the officers could continue to issue citations manually or via the MDC. Using the MDC, with either system, is less than favorable because the officer has to be inside the police vehicle to do so. This is an officer safety issue. The Electronic Citation system permits the officer to remain outside the vehicle where he or she can maintain a better view of the suspect vehicle, violator, and traffic flow.

We will still need to address the issue of software compatibility and will work with Municipal Court and IT to resolve that issue.

#### **What have you done to handle this issue until now?**

*Have you utilized overtime, contract help, part time hours, rental of equipment, technology changes, changes in processes or procedures, had an unsatisfactory response, etc*

Officers have transitioned from hand-written citations, to electronic citations, and back to hand-written citations. We will continue to operate in the most efficient manner possible.

#### **What would happen if this action step was not funded?**

*Would you still provide the service? How would response times or workload be affected? How would other programs or positions be impacted?*

We will continue to operate in the most efficient manner possible.

#### **What existing funding (positions/programming) have you evaluated for use if no additional resources are approved?**

*Have you looked at eliminating other positions, programs? Have you looked at technology improvements? Have you looked at re-engineering the process? Utilizing contract or shared resources with another department or agency?*

This would represent a technological improvement to our current method. The problem has been the changes in software by the Police Department and Municipal Court. The PD obtained software they would not otherwise have been able to obtain because Denton County S.O. gave it to us. The court obtained software along with the Finance Department that worked best for them. There is a way to make them compatible. We are working on it.

## **Performance Measures**

### **Year 1**

Resolve the software compatibility issue between the PD and Court.

Determine if this system reduces data input time for either department and identify those savings.

Determine if there are Court Technology funds that could be utilized to offset the costs involved.

### **Year 2**

Identify the appropriate Handheld Electronic Citation system and plan a multi-year phase in program to evaluate the effectiveness of the system.

## **Action Step Justification for Request**

### **Action Step Title: Staffing Levels – School Resource Officer**

#### **Why is the action step being requested?**

*What is the issue to be addressed, when and how did it become an issue, etc.*

The School Resource Officer (SRO) program was started several years ago with a federal hiring grant that permitted us to provide a SRO to Northwest ISD at no cost. Over time, NISD provided a standardized stipend of \$15,000 per year for the position. This did not come close to covering the expense the Town incurred in providing an officer in the schools. Throughout this time, the grant was dwindling down but was at least partially funded for, I believe, five years. At the end of the grant, the Town, wanting to maintain this relationship with NISD, entered into an interlocal agreement that provided the officer to the district with the district funding the position for the school year. The officer was assigned as the Juvenile Detective most of the time although he did work in patrol occasionally.

With the construction of Byron Nelson High School (BNHS) the SRO was provided with an office there. He moved from Medlin Middle School the first year BNHS was open. As a result of the increase in school age students in Trophy Club, juvenile related calls for service increased by about 200% in one year.

The high school is now a four-year campus. Beck Elementary expanded last year and Lakeview Elementary is expanding this year. Continued growth in the number of students is expected.

The Department has provided a SRO who expected to provide security as well as education through the Law Enforcement Teaching Students (LETS) class (a DARE type curriculum), Eddie Eagle (a firearms safety program from the NRA), and Texas Law and You training. A prior SRO was also part of our bike team and assisted with bicycle rodeos at the schools throughout the year. The SRO also provides any number of administrative to the district through his presence at conferences and so forth.

Last fall, we added a full-time Juvenile Detective. The existing SRO moved into that position and a patrol officer filled the SRO slot, making us one officer short on patrol. The approved patrol positions will remedy this in time but the increased work load felt by our new SRO is substantial. It is time to expand our presence at the schools in Trophy Club with the addition of a second SRO.

The increased workload has been assumed by the SRO with frequent assistance from patrol officers. Needless to say, whenever one of our two on-duty patrol officers responds to one of our schools, our on-duty patrol staff is reduced by 50% leaving a SRO and a patrol officer to serve the district and one patrol officer to provide services to 9000 residents affecting response time, citizen satisfaction, and officer safety

#### **What have you done to handle this issue until now?**

*Have you utilized overtime, contract help, part time hours, rental of equipment, technology changes, changes in processes or procedures, had an unsatisfactory response, etc*

The increased workload has been handled by the SRO with frequent assistance from patrol officers and/or supervisors. This reduces the available patrol staff to serve other areas of town, increasing response time and decreasing quality of life for those residents as well as impacting officer safety.

**What would happen if this action step was not funded?**

*Would you still provide the service? How would response times or workload be affected? How would other programs or positions be impacted?*

If this is not funded we will continue to rely on patrol officers and/or supervisors to provide services to the schools while resident's receipt of services is decreased.

These positions rely on the participation of Northwest ISD. Representatives of NISD have advised that they will not be funding a SRO at Medlin this fiscal year. This representative stated, in an email, "Northwest ISD has a system in place to identify SRO needs at campuses and thought the District. At this time, Medlin M.S. has not been identified as a campus in which we will need to place an SRO." In a later email, this representative stated, "At this time, there is neither a plan nor a budget for an additional SRO in Trophy Club."

Given that NISD will not be cost participating this fiscal year, no funding is requested for this action step. We will continue to work with NISD and when their system identifies a need at one of the campuses we will move forward with this partnership.

What existing funding (positions/programming) have you evaluated for use if no additional resources are approved?

*Have you looked at eliminating other positions, programs? Have you looked at technology improvements? Have you looked at re-engineering the process? Utilizing contract or shared resources with another department or agency?*

This is not an action step that lends itself to technological or re-engineering opportunities. Denton County S.O. provided a truancy officer who was provided an office at Medlin Middle School. More often than not, patrol officers responded to assist the SRO regardless of whether the deputy was available.

It is proposed that the second and subsequent years of service for the proposed SRO's be budgeted from the General Fund.

**Performance Measures**

Year 1

Continue to collect data and work with NISD to develop plans for this continued partnership.  
Renew the existing interlocal agreement with NISD.

Year 2

If justified, alter the interlocal agreement with NISD to provide funding for a second SRO who would office at a location in Trophy Club identified by NISD and Town officials.

If justified, identify interested officers for this position and transfer one patrol officer.

If justified, replace that patrol officer with a new hire.

If justified, arrange training for the new SRO through funding provided by the district.

Renew the interlocal agreement with NISD.