

Public Safety & Homeland Security Committee
City Council Committee
June 25, 2020
HPD Q & A

1. **Council Member Alcorn**: Can you provide the breakdown of the budget/personnel for the public affairs community outreach, diversion strategies and DRT team?

See attachment titled "PSHS Responses – HPD Budget and Finance"

2. **Council Member Evans-Shabazz**: Are cadets tested for implicit bias?

There is no "valid" evidence based test for Implicit Bias, but HPD does train both Cadets and Officers on the concept of implicit bias and the classroom instruction is tested through quizzes and major exams.

Screening for particular pathology is done through Psychological Services where the use of the MMPI (Minnesota Multiphasic Personality Instrument, 2nd Edition), which is one of the most well-researched testing instruments in the world. The other test that we administer to our recruits is the IPI-2 (Inwald Personality Inventory, 2nd Edition), which is a self-report psychological screening tool that predicts the behaviors likely to result in on-the-job failure in high-risk security/law enforcement positions.

Both of these tests, used in combination with one another, do an excellent job in assisting doctors with understanding some of the psychological makeup of a candidate and any pathological issues that need to be further explored.

Doctors look at the following psychological screening dimensions as recommended by POST (Peace Officer Standards & Training):

- a) *social competence,*
- b) *teamwork,*
- c) *adaptability/flexibility,*
- d) *conscientiousness/dependability,*
- e) *impulse control,*
- f) *integrity/ethics,*
- g) *emotional regulation/stress tolerance,*
- h) *decision-making/judgment,*
- i) *assertiveness (command presence),*
- j) *avoidance of substance abuse, and*
- k) *avoidance of other risk-taking behaviors.*

**Public Safety & Homeland Security Committee
City Council Committee
June 25, 2020
HPD Q & A**

3. **Vice Mayor Pro-Tem Castex-Tatum:** What is the demographic breakdown in each division, including race and education level?

Please see attached spreadsheet "Active Employee Demographics and Assignment" that has the demographics and educational level per divisional assignment as of Jul1, 2020. Please note that transfers and movement of personnel within HPD is a continuous process and these numbers will vary day to day as personnel move from divisions to other divisions.

4. **Council Member Thomas:** If a cadet comes from another agency do you request their file from that agency? Is it a standard practice?

HPD follows up with the other department(s) and request the applicant's file(s). In fact, we go to the other department to view the applicant's departmental file(s) there so as any questions can be asked and answered. Even if the applicant is coming from an out of state location we will send the investigator to the out of state location to view the file. If HPD is not allowed to see a file from another agency, it is considered a negative factor on the individual as we cannot validate past history.

5. **Council Member Evans-Shabazz:** How do you determine how many officers are of a different ethnicity than of the community they serve?

HPD has demographic makeup that is often compared to the demographics of the city. We use the City of Houston (Planning Department) US Census numbers. HPD strives to recruit officers that are as diverse as the city they serve. Below is a comparison:

	<i>City of Houston</i>	<i>Police Department</i>
White	25%	41.7%
Black	22%	20.5%
Hispanic	45%	30.2%
Asian	7%	8.5%
Other	1%	0.2%

6. **Council Member Cisneros:** Federal officers must undergo a psychological test every five years. Do you see value in that model?

Officer wellness is a high priority for the department and believes that psychological testing has high value as it relates to identifying issues of mental

Public Safety & Homeland Security Committee
City Council Committee
June 25, 2020
HPD Q & A

wellness. HPD has under General Order 300-02, Transfer of Classified Employees, instituted a policy whereby any officer assigned to a proactive investigative unit within divisions such as Auto theft, Criminal Intelligence, Gang, Major Offenders, Narcotics or Vice will schedule and attend a psychological counseling session administered by HPD's Psychological Service after five years of assignment within that role and every two years thereafter.

The issue is if a psychological evaluation or an appropriate and structured clinical interview being recommended for all classified personnel every five years, is a question of does the police department have the personnel allocations of doctors available to administer the process? HPD, for example, has around 5,200 classified personnel. That would equate to approximate 85-90 appointments every month, every year indefinitely. This would be on top of the extensive amount of sessions these doctors have each week and year under routine appointments. Last year, for example, HPD doctors had approx. 7,200 appointments scheduled. Funding would be a significant concern related to this model.

7. **Council Member Kamin:** When a 911 call is picked up, does the operator ask if someone is in mental health distress? Does the caller have to indicate so?

The 911 call taker does ask mental health questions for certain type of calls without the caller indicating a crisis. The questions are:

- 1. Are you aware of or do they appear to have mental issues? (if yes)*
- 2. Is this call in reference to their mental state?*

If the caller answers "yes" to both questions the dispatcher will send any available CIT unit to the call.

In addition - there are a number of ways that ECD receives a call for a possible diversion to the Crisis Call Diversion center (CCD):

- The call taker may transfer a caller when the caller indicates they would like to speak to a crisis counselor.*
- The HPD dispatcher may ask for CCD to call the complainant when they have information that the person is CIT.*
- Patrol Desk Unit may refer a call to CCD.*
- CCD proactively searches for calls with a CIT nexus and will try to reach the caller.*
- HFD will drop a slip for CCD in their combined event which is a HPD diversion for some types of psychiatric calls.*

Public Safety & Homeland Security Committee
City Council Committee
June 25, 2020
HPD Q & A

- *CIT disturbance SINS for family & non-family disturbances have built in questions to determine if the call should be handled by a CCD counselor when:*
 - *The caller advises that the person they are calling on has mental issues*
 - *The suspect is not trying to harm or kill themselves or anyone else*
 - *The suspect has not committed any type of crimes (assault, threat, criminal mischief, etc.)*
 - *There are no weapons involved*
 - *The consumer is at the location and can speak to a CCD counselor*

8. What is involved in de-escalation training? Please provide details of that particular curriculum/lesson plan.

The de-escalation training is provided in order to help officers develop effective interpersonal communication skills. These skills will be utilized in the role of a police officer to accomplish voluntary compliance and to tactfully persuade people why they should comply with an officer's direction. The course covers the genesis of the training as well as a decision making model that officers can utilize. It reminds the students of departmental policy and helps the officer to recognize when a person is in crisis so that the officer can modify their communication accordingly. The instructors teach non-verbal and verbal communication to establish rapport and to speak clearly in order to have effective communication with the citizen/subject.

***Please see the 3 attached files:*

1. *Lesson plan*
2. *De-Escalation training*
3. *Full course curriculum (as a whole) for cadets*
4. *Cadet Class 245 schedule (with courses highlighted where De-Escalation training is part of the course)*

9. Please provide basic information on cadet curriculum.

The course that one must complete to become a peace officer in Texas is the Basic Peace Officer Course (BPOC). The BPOC as set out by the state licensing agency, Texas Commission of Law Enforcement (TCOLE), requires 696 hours of training in various subjects including the law, de-escalation training, firearms, driver's training, and physical fitness, just to name a few. HPD exceeds this requirement by several hundred hours in providing almost 1,100 hours of

**Public Safety & Homeland Security Committee
City Council Committee
June 25, 2020
HPD Q & A**

instruction. HPD exceeds the state's required number of hours of instruction in areas such as Multiculturalism and Human Relations, Family Violence and Child Victim Offenses, Victims of Crime, Arrest and Control, and Criminal Investigations. The HPD academy curriculum prepares cadets to pass the state licensing exam which is a requirement to be certified as a peace officer in Texas. In order to graduate from the police academy, cadets must maintain at least a 70 academic average and must pass the Physical Agility Test as well as the firearms and drivers training courses.

10. Please provide information regarding corrective action policy/manual.

Please see attached file: HPD Corrective Action Manual

11. Please provide data on oversight/discipline recommendations:
- a. Investigator recommendations to IPOB and whether IPOB follows that (or increases/decreases finding)?

Internal Affairs does not make recommendations to IPOB. Rather, Internal Affairs investigates the allegations makes recommendations to the Chief of Police regarding how to classify the allegation. IPOB reviews investigations involving allegations of excessive force, discharge of firearms, serious bodily injury or death. IPOB determines whether the investigation was sufficient and its conclusions and citations correct. IPOB also can make training or policy recommendations and pose questions it may have.

- b. IPOB recommendations to Chief and how frequently Chief follows recommendation, increases/decreases recommended action)

As detailed above, IPOB does not make disciplinary recommendations. However, the IPOB Chair and all four Panel Chairs sit on the Administrative Disciplinary Committee (ADC) and each cast a vote on the disciplinary recommendation provided to the Chief of Police for every case in which there is a sustained allegation of a policy violation. The Chief of Police always considers the recommendation of the ADC in making his final determination on discipline and in 2019, the final discipline issued to an officer followed ADC's recommendation in approximately 65% of the cases. In the 35% of cases where the Chief did not follow ADC's recommendation, the Chief issued greater discipline in 55% of the cases.

- c. Texas Commission of Appeals: what is the data on appeals at the state level in overruling HPD

**Public Safety & Homeland Security Committee
City Council Committee
June 25, 2020
HPD Q & A**

Arbitrations before an Independent Hearing Examiner

2017: 11 appeals: 5 upheld, 5 reduced, 1 overturned
 2018: 14 appeals: 5 upheld, 8 reduced, 1 overturned
 2019: 16 appeals: 8 upheld, 7 reduced, 1 overturned

With regard to appeals of indefinite suspensions, the arbitrators upheld all 3 appeals in 2017, all 3 appeals in 2018 and 4 out of 5 in 2019. In the one case that the arbitrator returned the officer to work, it was without back pay resulting in a 193 day suspension.

Police Officer Commission Appeals.

2017	2018	2019
10 POCSC issues	13 POCSC issues	16 POCSC issues
8 Agreed	7 Agreed	14 Agreed
<u>2 Ruling changes</u> 2- reduced 1 day to WR	<u>6 Ruling changes</u> 2 – upheld 1 day 4 – 1 day overturned	<u>2 Ruling changes</u> 1- 2 day overturned 2- 1 WR overturned

12. Please provide a list of community programs, community outreach initiatives, what organizations are involved, etc. (entire list of programs).

Greater Houston Police Activities League (GHPAL) Sports Development Program – GHPAL in partnership with Houston Parks and Recreation Department (HPARD) teamed up to provide year-round Youth Sports Programming in neighborhood parks. Youth ages 9-17, learned new sports skills related to flag football. Youths also took part in a mentoring session in which GHPAL officers discussed various topics such as leadership development and healthy living. GHPAL completed its first flag football season, which took part in 11 different neighborhood parks and included approximately 235 youths. In the following year, we will conclude the Sports Development Program with the following sports: Basketball, Soccer and Baseball.

Public Safety & Homeland Security Committee
City Council Committee
June 25, 2020
HPD Q & A

“Comunidad y Confianza” Spanish Radio Show along with “The Triple C Podcast” – The Office of Public Affairs in conjunction with CBBA Radio TV Studios are utilizing mass media to augment and enhance the normal response to daily crime and civility issues faced by citizens and residents of Houston. Beginning March 2019, Public Affairs personnel began hosting “Comunidad y Confianza” a weekly 1 hour radio show (in Spanish) which afforded personnel to empower the community through education and providing resources. Each show is tailored to address and combat unique quality of life and civility issues affording the audience the ability to improve their overall quality of life. This show is broadcasted simultaneously on three separate mediums: Radio (1590AM / 98.3FM) Internet TV –CBBA.com) and Social Media (HPD Facebook Live).

“The Triple C Podcast” is a bi-monthly English podcast created to bring emphasis on relational policing. It is through open lines of communication that this podcast serves as an informative channel that allows the Department to connect with the community in a controlled environment. The community is afforded the ability to download the podcast on various outlets free of charge. In the near future, we plan to provide this program via radio.

Cultural Diversity Bus Tour – The Office of Public Affairs worked in conjunction with Professor Abba Brown whose partnership stemmed from the Collective Healing Grant afforded to HPD to revamp the Cultural Diversity Bus Tour. One of the elements that was added was to ensure a connection between what was being presented and what the cadet’s role is as a police officer operating within that particular community. This more in-depth tour allowed each cadet class to experience various cultures first hand through demonstrations, ceremonies and tours. The speakers are prominent city leaders and community members that are actively involved within their communities. Public Affairs Officers utilize travel time to discuss with the cadets historical and cultural perspectives about the people and places in the community as well as the perception of law enforcement along with their experiences working within these communities.

Annual Comida Food Drive – the Houston Police Department in conjunction with the Fiesta Mart, and the Pepsi Bottling Group, Citizens Police Academy Alumni Association, and the Police and Clergy Alliance collect food and monetary donations from the public during the December holiday food drive. Volunteers collected over \$86,000 in donations at Fiesta store locations over a four day period, breaking previous records of donations. An estimated 90,000 pounds of food was packaged that equated to 3800 food boxes that were distributed to local families in need. This

Public Safety & Homeland Security Committee
City Council Committee
June 25, 2020
HPD Q & A

year, patrol divisions were allotted approximately 200 food boxes as a whole to deliver to families in need within their respective areas of responsibility.

Hosted 2nd Annual Explorer's Space City Challenge – 40 explorer teams from Law Enforcement Agencies throughout Texas registered to attend this explorer competition. Scenarios included various events and circumstances that officers encounter on a daily basis such as Domestic Violence, Mental Health, DWI Investigations, Felony Stops and much more. The Houston Police Department's Explorer Program raised approximately \$10,000.00.

Formation of LEAP - The Law Enforcement Alliance of Pride (LEAP) Organization was first started with the HPD Public Affairs Office as a Lesbian, Gay, Bi-sexual, and Transgender (LGBT) Committee Group. The committee was renamed LEAP in 2019 and operates independently of Public Affairs but in association with HPD. One of their goals is to provide a safe environment for members to voice issues and receive support as they promote positive interactions between the Department's LGBT employees and the community as a whole.

No Shave Fundraisers – during the month of November HPD personnel raised more than \$74,000 for the Beard it Up and Color for the Cure campaign benefiting the Cure Starts Now Houston. Proceeds are used to fund research to cure pediatric brain cancer. Officers were allowed to wear facial hair – beards and goatees and female staffers displayed elaborate, colorful manicures. In December, HPD personnel supported another local cause, Special Olympics Texas. Male Officers were allowed to wear facial hair for another month and civilian male employees also supported the cause. Personnel contributed \$33,000 to assist Special Olympic Athletes.

Recruitment of Volunteers to assist Burglary and Theft Divisions- HPD has recruited members from its Volunteer Initiatives Program to assist in an investigative capacity with the Burglary and Theft Division. This is the first time that the Department has used volunteers to assist with analysis and investigative duties. Some of the duties will include reading and researching cases, contacting citizens regarding closed cases and performing some computer functions. This action will help to provide enhanced customer service to victims and assist Investigators with their caseload.

Communicators on Patrol – Volunteers from the community are being recruited to enhance language access between police and citizens. The volunteers assist patrol officers “on the scene” by handling communications / translations in several foreign languages. The volunteers operate under the Department's Volunteers Initiatives Programs (VIP). Volunteers are vetted and after they pass background, they receive training to help officers communicate with the public. Communicators volunteer to

Public Safety & Homeland Security Committee
City Council Committee
June 25, 2020
HPD Q & A

ride-along with an assigned officer to participate in the program. We have established an internship/partnership with University of Houston –Downtown and Sam Houston State University. Currently, we have 60 communicators participating in the program covering the following languages, Arabic, Urdu, Spanish, Vietnamese, Chinese and Korean. One of the communicators has recently completed their probationary period and is a Houston Police Officer.

“Alliance Against Crime” Community Outreach Gatherings – Public Affairs will be launching the “Alliance Against Crime / Alianza Against Crime” initiative, which will be geared towards enhancing the department’s relationship/partnership with each of our diverse communities. Each of the officers within the Community Liaison Unit will be tasked with hosting this community event in their respective communities (Hispanic, Asian, LGBT, African-American, Middle Eastern). The events will take place one month or two apart from one another. This event will be presented in 3 components; 1) town hall forum – allowing for community & police dialogue 2) resource fair 3) interaction between members of the community and law enforcement via stationary displays and hands on activities hosted by our specialized divisions within HPD.

Public Comment & Pre-Submitted:

1. What is the quality of Houston Police Department’s community and diversion programs?

The Houston Police Department strives to provide the highest quality service to the community and is always in the process of self-evaluation based on best practices and evidence based research recommendations.

2. What is the quality of Houston Police Department’s psychological test?

When you ask about the quality of a psychological evaluation or instrument that is being used to examine one’s mental health, it’s really a question about reliability and validity. Does the test do what it claims or is supposed to do? One of the tests HPD administers is the MMPI (Minnesota Multiphasic Personality Instrument, 2nd Edition), which is one of the most well-researched testing instruments in the world. It tests for pathology. The other test that we administer to our recruits is the IPI-2 (Inwald Personality Inventory, 2nd Edition), which is a self-report psychological screening tool that predicts the behaviors likely to result in on-the-job failure in high-risk security/law enforcement positions.

Public Safety & Homeland Security Committee
City Council Committee
June 25, 2020
HPD Q & A

Both of these tests, used in combination with one another, do an excellent job in assisting with understanding some of the psychological makeup of a candidate and any pathological issues that need to be further explored during the face-to-face interview that we do and is required by the state of Texas licensing board for law enforcement, called TCOLE.

In addition to these tests, HPD doctors look at what degree the candidate has the following psychological screening dimensions as used and recommended by POST (Peace Officer Standards & Training):

- 1) social competence,*
- 2) teamwork,*
- 3) adaptability/flexibility,*
- 4) conscientiousness/dependability,*
- 5) impulse control,*
- 6) integrity/ethics,*
- 7) emotional regulation/stress tolerance,*
- 8) decision-making/judgment,*
- 9) assertiveness (command presence),*
- 10) avoidance of substance abuse, and*
- 11) avoidance of other risk-taking behaviors.*

3. How much training does Houston Police Department officers undergo and how regularly?

In addition to 1,100 hours of instruction HPD cadets receive in the six month training at the HPD Training Division and the minimum 11 weeks of training while in the Field Training Program (FTO), TCOLE requires Texas Peace Officers to complete no less than 40 hours of education training every 24 months. If officers have not obtained their Intermediate Certification before the end of the 48 month TCOLE cycle (Current cycle is August 31st, 2017 to August 31, 2021), the officers must take the Cultural Diversity, Crisis Intervention, Special Investigative Topics, and De-escalation classes before the cycle expires. In addition, depending on when an officer graduated from the academy, and if not taken in BPOC, some officers must take Human Trafficking within 1 year after licensure, Canine Encounters within 2 years of initial licensure, Deaf and Hard of Hearing Drivers, and 40 hours of Crisis Intervention Training. Other required training includes Body Worn Camera (BWC) and Civilian Interaction Program (CITP).

Houston Police Officers are required to complete 32-40 of police educational training every training year (September 1st to August 31st) which includes Response to Resistance, firearms training, and any TCOLE required class(es) for

Public Safety & Homeland Security Committee
City Council Committee
June 25, 2020
HPD Q & A

their training cycle. Many officers, in addition to the 32-40 hours of Houston Police Department required yearly training, on average take an additional 40-60 hours of specialized training for those who are assigned to Mounted Patrol, Vice, SWAT, Narcotics, Field Training, Hostage Negotiation Team, Canine, Marine Unit, Dive Team, Crime Suppression Teams, Differential Response Teams (DRT), Bike Patrol, Traffic Enforcement, and others.

4. How often does Houston Police Department receive complaints regarding police misconduct?

HPD averages 5 complaints regarding police misconduct per week. On average, approximately 75% of the complaints are initiated internally by HPD employees while 25% come from outside of the Department.

5. What is the response time surrounding each complaint?

Depending on the number of officers involved in a complaint and the number and complexity of the allegations at issue, the investigative process can take from 45 to 90 days. The case then goes through Legal Services and through all applicable board, division and committee review processes to ensure investigation is full and fair and to obtain disciplinary recommendations for the Chief and chain of command. Again, depending on the number of officers and sustained allegations, these processes can take from 30 to 60 days. Unless extended by law or agreement, any discipline taken against an officer must occur within 180 days from the date of the alleged misconduct.

6. Have there been any disciplinary actions for police misconduct taken towards officers during George Floyd protests?

At this time, 6 allegations have been received and are still being actively investigated. One of the complaints has been cleared "unfounded" based on body worn camera video.

7. Why hasn't the Officer Involved Shootings web page been updated since April 27, 2020?

The Officer Involved Shooting data posted on the Houston Police Department web page are updated monthly once the Records Division "staff review" process is completed. May data was posted sometime between June 10th, 2020 and 15th, 2020 just after close of the staff review for the month. All monthly reports

Public Safety & Homeland Security Committee
City Council Committee
June 25, 2020
HPD Q & A

related to public data has a slight delay at the end of the month to ensure a complete review of the data is done for accuracy prior to posting.

8. In 2015, HPD released a report stating that a Use of Force reporting system was created to better capture data on the use of force for HPD officers. What were the updated features on this system and how has the data collected been utilized to (1) discipline police officers and (2) better protect the civilians that come in contact with police officers?

The creation of the Response to Resistance (R2R system) database allows HPD to statistically (via data) evaluate use of force being reported. Data collected under the R2R includes the following variables that helps a supervisor evaluate the individual officer's behavior:

Incident Number, Date and time of Entry, Officer involved ID #, Assignment, Race / Ethnicity of Officer, Sex of Officer, Age at Event time, Seniority of Event time, On or Off duty, Type of Individual Contacted (Bystander, Complainant, Suspect, Witness, Reportee), Race / Ethnicity of Individual, Sex of Individual, Reason for Encounter (Call for Service, Felony Stop, On-view, Serving a Warrant, Traffic Stop, Officer Ambush / Unexpected Encounter, Blank (Denotes an employee that used force, but it was not the primary Officer on the scene and he/she does not necessarily know the reason for the initial encounter with the Suspect), Individual Non-compliance actions (Verbal Resistance, Passive Resistance, Empty Hand Aggression, Vehicle Threat, Edged Weapon, Other Weapon, Reported Firearm, Firearm, High Risk Stop, Evading On Foot, Evading On Vehicle), Actions of the Officer (Verbal Control, Minor Contact, Empty Hand Techniques, Strikes, Interlock, Baton, Flashlight OC Spray, Canine, CED Discharged, CED Pointed, Soft Impact Weapon R2R, Soft-impact weapon discharged, Soft-impact weapon pointed at individual, no discharge) the effects of the interaction for both officer and individual (Death, Injury – observed, Complaint of injury, No complaint of injury) and finally the disposition of the incident (Arrested-Hospital, Arrested-Jail, Escaped, Suspected transported to a Neuro-Psychiatric Center, Suspect transported to a sobering center (non-criminal), Suspect released.

9. HPD Policy has been redacted and the latest updates in the redacted policy on excessive use of force available to the public was last updated in 2015. Why are these policies not available to the public? Also, why is this information redacted?

The Response to Resistance (Use of Force Policy) General Order 600-17 was completely revised to meet the outline of Mayors Executive Order 1-67 "Policing

Public Safety & Homeland Security Committee
City Council Committee
June 25, 2020
HPD Q & A

*Reform – Use of Force” recently signed by Mayor Turner. Go to Link:
https://www.houstontx.gov/police/general_orders/index.htm*

Although the department had most of the recommendations already within policy and training, the revisions included articulation, that employees will NOT use neck restraints unless reasonable belief of an event of SBI or Death, that de-escalation techniques should be used and that warnings should be given and reminded employees that they have a duty to intercede where another is using force that is unreasonable. This policy as well as 600-20, Response to Resistance Reporting are posted on line in an un-redacted format.

In addition the OPDG has a project underway for review of all policies to look at the need for redaction and where it is not needed due to officer safety or legal concern replace those on the web site with the full general order.

10. According to the NIBRS (National Incident-Based Reporting System) HPD does not report any crimes from the Latino or Hispanic residents of Houston. Why is the data excluding the Latino and Hispanic residents?

The collection and reporting of NIBRS statistical data is done in accordance to the FBI Uniform Crime Reporting Program guidelines and the data collection outlines Hispanic as an ethnicity not a race, thus data collection and reporting is done in two categories, Race plus Ethnicity. HPD collects both variables within the RMS and sends the data to the FBI.

11. What does police transparency and accountability look like to Houston Police Department?

The Houston Police Department has a strong commitment to the citizens of Houston with Trust and Accountability at the foundation to that commitment. Building from the recommendations of 21st Century Policing, HPD has started a transparency section of the HPD Web site that allows the public open access to information about the department to include: Crime Statistics – detailed in downloadable excel formats, a monthly Operational Report (CFS, Response times, personnel staffing, city population, commendations and complaints, as well as a monthly trend line for summary crime data), Semi Annual Body Worn Camera Audit, EEOP Utilization Report, Hate Crime Report, Mental Health Divisional Reports, Racial Profiling Report, Annual Department Reports, Staffing Reports, past Citizen Surveys as well as the recent posting of all department General Orders and all News Releases published by PIO's within Public Affairs .

Public Safety & Homeland Security Committee
City Council Committee
June 25, 2020
HPD Q & A

Next steps include the review of all posted General Orders that have redaction for consideration of un-redaction, including more information regarding the demographics of HPD as compared to the City of Houston and other departments, expansion of details in the existing commendations and complaints segment of the Monthly Operational Report, posting of citation information, DWI arrests and other information commonly requested via an Open Records request.

12. What disciplinary actions have been taken, if any, for officers involved in misconduct during the George Floyd protests?

At this time, 6 allegations have been received and are still being actively investigated. One of the complaints has been cleared "unfounded" based on body worn camera video.

13. What role does social media and the suggestive overtones of racism, bigotry, homophobia, and prejudice play in police accountability? What methods do you have in place to monitor this? Is there a policy in place, if so where can we find this?

The Chief of Police has clearly defined, within numerous General Orders, that racism, bigotry, homophobia and prejudice do not have a role within the professional role of law enforcement: 200-08 Conduct and Authority, 200-41 Department Presence on Social Media and the Internet, 300-11 Discrimination, Harassment and other Prohibited Conduct, 500-20 Treatment of Prisoners, Suspects and Other Citizens, 600-37 Hates Crimes, 600-42 Racial Profiling to name some specific policies, all of which can be found at https://www.houstontx.gov/police/general_orders/index.htm on the HPD Web site.

Any violations brought to the attention of the department (internal and/or external complaints) are investigated under General Order 300-32, Processing Complaints and Employee Issues, of which the policy states, "The department shall process issues and complaints related to employee performance through the Internal Affairs Division/Central Intake Office (IAD/CIO). The chain of command assigned an issue shall track and monitor the issue until it is resolved. Employees shall report activities, complaints, or misconduct as required by department policy." Failure to report a violation is a violation of policy in its self.

Public Safety & Homeland Security Committee
City Council Committee
June 25, 2020
HPD Q & A

14. After getting elected as Chief of Austin Police Department on June 14, 2007, Chief Acevedo partnered with scholars at Texas A&M University to help the department analyze the use of force data, which resulted in modifications to APD's policy and training. Can you tell us what modifications those were and if you use these same policies in Houston? The article also states, "you supported a rigorous evaluation of police lineups, as well as re-engineered the agency's approach to CompStat allowing for more efficient, effective, and intelligence-based policing based on research they conducted in-house. What type of police lineup evaluation was done? And were there any changes to the lineup process? If so, what were they? What was the research used to allow or create a more effective, efficient, and intelligence-based policing? What changes were made to policing? Are you using these practices here in Houston? If so, do you feel it is working?"

General Order 600-17 Response to Resistance as well as 600-20, Response to Resistance Reporting, to fall in line with Executive Order 1-67 of which many of the changes fall in line with evidence based recommendations for departmental use of force polices. After getting appointed Chief I had Robbery Division look at our use of line ups to include a change in policy related to double blind line ups. Those new

procedures are outlined in General Order 700-09, Photographic and Lineup Identification Procedures, posted on the HPD website which falls in line with Article 38.20 of the Texas Code of Criminal Procedure that is based in best practices and evidence based research.

As Chief of the Houston Police Department, I continue to promote accountability, trust and fairness and have an executive staff that supports those views as well. We have made some positive changes within HPD and will continue the quest of making sure HPD is doing it's very best to serve the citizens of Houston.

15. How often does HPD receive public complaints regarding officer misconduct? How are these complaints made (online or via phone)? Are the complaints received and handled by the same department? What is the response time surrounding each complaint?

HPD received the following public complaints:

In 2019, we received 276 total complaints from citizens.

**Public Safety & Homeland Security Committee
City Council Committee
June 25, 2020
HPD Q & A**

In 2020 through 6/30/2020, we have received 125 total complaints from citizens.

Complaints can be received online at the HPD Website, at Police Headquarters and at any police substation 24 hours a day, 7 days a week. Community organizations, including LULAC, the Urban League, and the NAACP have the same forms and their staff has have been trained to assist with the filing of a complaint. Information on filing a complaint can be obtained by contacting the Internal Affairs Central Intake Office at (713) 308-0040 or by contacting any police substation or supervisor.

All complaints are then forwarded to the Internal Affairs Division Central Intake Office for classification and handling. The Central Intake Office classifies the complaint as Class I (violations of federal or state laws or local ordinances or allegations of excessive force); Class II (D) (allegations of a less serious or non-criminal nature but which concern violations of department policy) or Class II (X) (expedited cases that are typically administrative in nature.) The Internal Affairs Division investigate all Class I complaints while Class II complaints are generally investigated at the division level.

Depending on the number of officers involved in a complaint and the number and complexity of the allegations at issue, the investigative process can take from 45 to 90 days.

**Houston Police Department
Community Policing & Crime Reduction Programs/Initiatives
Personnel Cost-100% (Salary + Benefits)**

Programs / Initiatives	Headcount	Personnel Cost includes Salary	Notes
Alliance Against Crime	0.1	11,741	One Police Officer serves as a Community Liaison Officer coordinating town hall meetings and resources for the Alliance Against Crime Program. This occurs once per quarter.
Boarding Home Enforcement Unit	2	226,774	BHEU is tasked with enforcing the health and safety components of the ordinance in order to ensure consumers are living in a safe and comfortable environment. The unit's responsibilities are; general boarding home investigations, random site visits, inspections, and provide specialized training to the public and other government agencies.
Chronic Consumer Stabilization Initiative	1	119,084	Chronic Consumer Stabilization Initiative (CCSI) Unit's goal is to reduce HPD interactions with individuals who have been diagnosed with chronic mental illness and who frequently utilize law enforcement due to mental health reasons. The Harris Center for Mental Health and IDD Care Coordinators proactively engage this population in effort to reduce law-enforcement encounters.
Citizen's Police Academy	0	0	The Houston Citizens' Police Academy (CPA) was organized in 1989 and offers citizens the opportunity to learn about the internal operations of the Houston Police Department. The Citizens' Police Academy speakers, (mostly Law Enforcement and Criminal Justice experts in their fields), provide lectures, demonstrations, tours, and hands-on activities for Academy participants. The overall objective of the Academy is to provide citizens with sound and accurate information about HPD and the criminal justice process so citizens are able to make informed decisions regarding issues / matters involving the police department and/or police activity. Participants will be able to share their experiences and learned information with family, friends, co-workers, and their community to further improve and strengthen community-police relations. Classes for citizens are held twice a year and approximately 50 volunteers assist with this program.
Communicators on Patrol	0	0	COP is a volunteer program designated to enhance and facilitate communications between law enforcement and non-English speaking community members.
Crisis Call Diversion Program	1	97,675	As background, HPD and The Harris Center joined to develop the 911 Crisis Call Diversion Program with the objective of diverting from police officers to qualified counselors the non-emergency calls relating to mental health/illness. Funding for the program was partially paid with a grant awarded to The Harris Center that required a cash match from the City of Houston.
Crisis Intervention Response Team	16	1,823,049	Twelve Crisis Intervention Response Teams (CIRT) are deployed citywide in the call for service loop. Each team is comprised of an HPD Officer and a master level clinician from the Harris Center of Mental Health and Intellectual and Development Disabilities (formally MHMRA). The clinicians are an invaluable resource and a primary reason for the success of the CIRT Program. In addition to their knowledge of mental illness and counseling experience, the clinicians have direct access to consumer's medical data in the Harris Center and Harris County Hospital District systems. This information is extremely beneficial when responding to consumers in crisis as they have knowledge of the consumer's diagnoses, mental health history, medications, and hospitalizations.

**Houston Police Department
Community Policing & Crime Reduction Programs/Initiatives
Personnel Cost-100% (Salary + Benefits)**

Programs / Initiatives	Headcount	Personnel Cost includes Salary	Notes
Differential Response Team (DRT)	172	20,361,223	The purpose of the Differential Response Team is to work with the Central Business District Community to reduce crime and improve the quality of life. Additionally, the DRT proactively works with the community using traditional and non-traditional innovative forms of problem solving to impact crime, calls for service, safety issues and quality of life within the Central Business District. In addition, the DRT addresses diverse problems such as un-kept lots, residential improprieties, apartment complex ordinance violations, environmental lawlessness and business licensing regulations, as well as responding to crime problems as identified through crime analysis. On a routine basis, the DRT also meets with the community members, encouraging the involvement of the community in the problem solving process. Ultimately, the goal is to have an overall impact benefiting the City of Houston as a whole.
Gang Resistance Education and Training (GREAT)	5	643,398	Gang Resistance Education Awareness Training (G.R.E.A.T.) G.R.E.A.T. is a prevention program for middle school students implemented by the Houston Police Department. Police officers teach an anti-gang curriculum to students at target HISD middle schools. The goal of G.R.E.A.T. is to prevent youth crime, violence, and gang involvement while developing a positive relationship among law enforcement, families and young people to create safer communities.
HOT Team	8	869,205	The Homeless Outreach Team (HOT) is a specialized group of Houston Police Officers and mental health case managers who engage in street outreach to the chronically homeless. The team is relationship focused and works to find individual solutions to the problems that have people living on the streets.
Law Enforcement Career Exploring (Explorers)	2	231,125	Law Enforcement Exploring provides educational training programs for young adults on the purposes, mission, and objectives of law enforcement. The program provides career orientation experiences, leadership opportunities, and community service activities. The primary goals of the program are to help young adults choose a career path within law enforcement and to challenge them to become responsible citizens of their communities and the nation.
LGBTQ (LEAP)	0	0	LEAP is a volunteer program and approximately 6 volunteers assist with this program.
Police Activities League (PAL)	0.75	92,377	Greater Houston Police Activities League (GHPAL) Sports Development Program GHPAL in partnership with Houston Parks and Recreation Department (HPARD) teamed up to provide year-round Youth Sports Programming in neighborhood parks. Senior Police Officer serves as the Community Liaison Officer (plus twelve officers assigned to DRT)
Positive Interaction Program (PIP)	1	117,940	The Positive Interaction Program (PIP) helps to foster a positive relationship between citizens and HPD. HPD believes it is essential to reach out to all segments of the city and build stronger lines of communications and access to the Department. PIP holds meetings featuring speakers from different divisions (Burglary and Theft, Homicide, K-9, Helicopters, etc.) explaining how their division operates. This is done so citizens will know what to expect, should they ever need the police. Senior Police Officer serves as the Community Liaison Officer (plus twenty officers assigned to DRT)

**Houston Police Department
Community Policing & Crime Reduction Programs/Initiatives
Personnel Cost-100% (Salary + Benefits)**

Programs / Initiatives	Headcount	Personnel Cost includes Salary	Notes
Teen and Police Service Academy (TAPS)	0.75	81,974	The Teen and Police Service Academy's (TAPS Academy) goal is to reduce the social distance between at-risk youth and law enforcement. This goal is being accomplished through learning, interaction and discussion between at-risk youth and the law enforcement personnel that serve their communities. Through this program, TAPS students and law enforcement personnel gain valuable insight about each other and the issues they face on a daily basis.
Volunteers Initiatives Program (VIP)	0.75	80,940	Our Volunteer Initiatives Program works with many partners across the region to help promote volunteer opportunities for residents. Through our volunteer portal at Houston Service.org, we help promote volunteerism throughout the Houston region.
Youth Police Advisory Council (YPAC)	1	100,448	The Youth Police Advisory Council (YPAC) was created in 1997 recognizing that teenagers are often overlooked as a source of insightful input regarding youth and law enforcement issues. The first of its kind in the nation, the primary function is to promote trust and understanding between the Houston Police Department (HPD) and youth.
Programs / Initiatives	211.4	24,856,952	

***Please Note:** Programs and Initiatives are not budgeted independently within the Houston Police Department's budget. There are approximately 211 personnel department-wide within various cost centers that directly work with the "Community Policing & Crime Reduction Programs / Initiatives". A number of personnel / staff members are a part of multiple programs / initiatives.

HPD Active Employee Demographics

Division	American Indian or Alaskan Native	Asian	Black or African American	Hispanic/Latino	Native Hawaiian or Other Pacific Islander	White	Two or More Races	Total
Air Support Division	0	2	7	8	0	24	0	41
Airport Hobby	0	8	19	23	0	10	0	60
Airport IAH	2	4	34	32	0	67	0	139
Auto Dealers	0	4	8	12	0	5	0	29
Auto Theft	0	1	13	17	0	34	0	65
Burglary & Theft	0	9	33	25	0	42	0	109
Central	0	18	53	94	2	91	0	258
Chief of Police	0	1	5	5	0	6	0	17
Clear lake	1	10	10	56	0	61	0	138
Crime Analysis & Command Center	0	5	7	11	1	27	0	51
Crime Lab	0	2	1	0	0	3	0	6
Criminal Intelligence	0	5	11	20	1	33	0	70
Criminal Investigations Command	0	2	18	18	0	9	0	47
Cyber & Financial Crimes Division	0	1	7	10	0	21	0	39
Downtown	0	27	69	47	2	24	0	169
Eastside	1	3	11	86	0	20	0	121
Emergency Communications	0	6	35	33	0	34	0	108
Employee Services	0	2	31	12	0	16	0	61
Field & Support Operations	0	1	3	1	0	3	0	8
Fleet Unit	0	2	4	4	0	5	0	15
Gang	1	2	26	31	0	34	0	94
Homeland Security Command	0	0	0	3	0	5	0	8
Homicide	1	4	16	29	0	82	0	132
Internal Affairs Division	0	2	16	20	0	23	0	61
Investigative & Special Operations	0	0	2	4	0	10	0	16
Joint Processing Center Unit	0	4	13	12	0	9	0	38
Juvenile	0	6	28	27	0	25	0	86
Kingwood	0	1	14	25	0	48	0	88
Major Assaults & Family Violence	1	7	24	29	0	49	0	110
Major Offenders	0	4	9	26	0	44	0	83
Mental Health	0	1	11	9	0	19	0	40
Midwest	0	43	23	45	1	60	0	172
Narcotics	1	8	26	76	1	81	0	193
North	0	6	39	81	0	152	1	279
North Belt	0	4	20	43	0	65	0	132
Northeast	1	7	81	100	1	112	2	304
Northwest	1	18	19	52	0	85	0	175
Office of Budget & Finance	0	7	25	7	0	10	0	49
Office of Legal Services	0	0	7	3	0	9	0	19
Office of Planning & Data Governance	0	3	24	9	0	23	0	59
Office of Public Affairs	0	3	15	16	0	15	0	49
Office of Technology Services	0	27	28	18	0	27	0	100
Organizational Development Command	0	1	2	3	0	4	0	10
Patrol Region 1 Command	0	0	1	3	0	0	0	4
Patrol Region 2 Command	0	0	5	0	0	2	0	7
Patrol Region 3 Command	0	1	8	8	0	8	0	25

HPD Active Employee Demographics

Division	American Indian or Alaskan Native	Asian	Black or African American	Hispanic/Latino	Native Hawaiian or Other Pacific Islander	White	Two or More Races	Total
Patrol Support Command	0	3	1	0	0	1	0	5
Property	0	5	25	37	0	20	0	87
Psychological Services	0	0	3	0	0	6	0	9
Records	0	10	51	7	1	8	0	77
Recruiting	0	3	23	18	0	13	0	57
Risk Management Division	0	1	13	15	0	17	0	46
Robbery	0	5	17	31	0	41	0	94
South Central	0	8	78	46	0	58	0	190
South Gessner	0	9	60	54	0	46	0	169
Southeast	0	10	76	88	0	89	0	263
Southwest	0	20	69	53	1	57	0	200
Special Investigations Command	0	0	1	2	0	2	0	5
Special Operations	0	4	14	16	1	57	0	92
Special Victims	0	8	26	36	0	38	0	108
Tactical Operations	0	1	5	13	0	56	0	75
Traffic Enforcement	1	8	42	46	0	75	0	172
Training	0	4	23	27	0	64	0	118
Training Division (Trainee)	0	12	23	31	0	44	4	114
Vehicular Crimes	1	23	30	26	1	32	0	113
Vice	0	7	10	19	1	26	0	63
Westside	0	62	49	81	2	127	0	321
Total	12	475	1,500	1,839	16	2,413	7	6,262

HPD Active Employee Education Level

Division	Associate	Bachelor	Master	Doctorate	Total
Air Support Division	1	7	7	0	15
Airport Hobby	8	12	10	0	30
Airport IAH	9	43	21	0	73
Auto Dealers	1	8	3	2	14
Auto Theft	6	19	10	0	35
Burglary & Theft	11	32	21	1	65
Central	16	103	30	3	152
Chief of Police	1	4	3	0	8
Clear lake	13	43	12	1	69
Crime Analysis & Command Center	1	18	14	0	33
Crime Lab	0	4	0	0	4
Criminal Intelligence	2	29	13	1	45
Criminal Investigations Command	2	8	10	0	20
Cyber & Financial Crimes Division	1	19	11	1	32
Downtown	8	63	35	1	107
Eastside	8	43	6	0	57
Emergency Communications	4	18	9	1	32
Employee Services	3	17	15	0	35
Field & Support Operations	0	1	2	1	4
Fleet Unit	2	1	2	0	5
Gang	6	37	10	3	56
Homeland Security Command	1	2	2	0	5
Homicide	3	46	34	1	84
Internal Affairs Division	1	27	17	1	46
Investigative & Special Operations	1	3	2	0	6
Joint Processing Center Unit	2	9	8	0	19
Juvenile	13	30	9	1	53
Kingwood	10	27	10	0	47
Major Assaults & Family Violence	4	44	22	2	72
Major Offenders	5	27	18	0	50
Mental Health	2	16	7	0	25
Midwest	8	59	19	0	86
Narcotics	8	73	23	1	105
North	13	117	32	3	165
North Belt	9	43	18	0	70
Northeast	26	106	31	2	165
Northwest	15	69	6	1	91
Office of Budget & Finance	0	8	4	1	13
Office of Legal Services	2	5	0	4	11
Office of Planning & Data Governance	3	13	8	2	26
Office of Public Affairs	1	11	14	0	26
Office of Technology Services	9	17	9	0	35
Organizational Development Command	0	1	3	0	4
Patrol Region 1 Command	0	0	1	0	1
Patrol Region 2 Command	0	0	2	1	3

HPD Active Employee Education Level

Division	Associate	Bachelor	Master	Doctorate	Total
Patrol Region 3 Command	0	10	9	0	19
Patrol Support Command	1	2	1	0	4
Property	4	12	5	1	22
Psychological Services	0	1	1	2	4
Records	2	15	0	0	17
Recruiting	3	23	11	1	38
Risk Management Division	2	13	12	1	28
Robbery	7	31	17	2	57
South Central	9	87	31	2	129
South Gessner	13	66	22	0	101
Southeast	26	94	30	1	151
Southwest	18	76	30	0	124
Special Investigations Command	0	1	1	1	3
Special Operations	7	27	14	1	49
Special Victims	6	49	25	2	82
Tactical Operations	2	27	11	1	41
Traffic Enforcement	14	43	14	1	72
Training	7	47	19	2	75
Training Division (Trainee)	12	46	4	0	62
Vehicular Crimes	8	37	10	1	56
Vice	3	28	14	1	46
Westside	25	123	32	0	180
Grand Total	408	2,140	856	55	3,459

BPOC 2019 - TCOLE #1000696

HPD#	Module / Subject Area / Course Title	BPOC 2019	HPD
	Module A		
	Introduction/Orientation		
	Administrative/Departmental Overview	0	2
A0001	Cadet Training Objectives and Law Books		1
A0002	Notebook Orientation and Study Skills		0.5
A0003	HPD Organization		0.5
	Module B		
	Professional Police Practices		
	Professionalism and Ethics	12	12
B0101	Professionalism and Ethics		8
B0102	Sexual Harassment		2
B0103	Conduct in the Workplace		1
B0104	Off Duty Behavior		1
	Professional Policing	12	12
B0201	Professional Policing		6
B0202	History of Policing		4
B0203	Public Service and the Police		2
	Fitness, Wellness, and Stress Management	16	87
B0301	Fitness and Wellness		3
B0302	Physical Training		66
B0303	Psychology of Policing I		2
B0304	Psychology of Policing II		2
B0305	SWAT Course		2
B0306	PATs: Initial, Mid-Term, Final		12
	TCOLE Rules	4	5
B0401	TCOLE Rules and Regulations		4
B0402	TCOLE C-1 Certification		0.5
B0403	TCOLE L-1 Forms		0.5
	Multiculturalism and Human Relations	8	16.5
B0501	Multiculturalism / Diversity Bus Tour		8
B0502	Multiculturalism / Human Relations (classroom)		3
B0503	Multiculturalism Panel Discussion		4
B0504	Situational Bias		1.5
B0601	Racial profiling (TCOLE 3256)	4	4
	Module C		
	Con Law, Crim Law, and the Crim Just System		

BPOC 2019 - TCOLE #1000696

HPD#	Module / Subject Area / Course Title	BPOC 2019	HPD
	US, Texas Constitution, and Rights	10	10
C0701	US, Texas Constitution, and Rights		8
C0702	Overview of the Criminal Justice System		2
C0801	Penal Code	50	50
C0901	Code of Criminal Procedure	8	8
C1001	Arrest, Search, and Seizure	40	40
C1101	Asset Forfeiture (TCOLE 3277)	4	4
C1201	Identity Crimes (TCOLE 3277)	4	4
C1301	Consular Notification	1	1
C1401	Civil Process	4	4
	<u>Module D</u>		
	<u>Illegal Substances and Special Regulations</u>		
	Health and Safety Code and Controlled Subst Act	8	10
D1501	Health and Safety Code and Controlled Subst Act		4
D1502	Narcotics Lab		6
D1601	Alcoholic Beverage Code	4	4
	<u>Module E</u>		
	<u>Family, Children, and Victims of Crime</u>		
	Fam Viol, Child Vict., and Reltd. Assaultive Off.	4	19.5
E1701	Family Violence		14.5
E1702	Adult Sex Crimes		1
E1703	Crimes Against Children (includes physical and sex crimes)		4
E1801	Missing and Exploited Children (TCOLE 3275)	4	4
E1901	Child Alert Check List	1	1
	Victims of Crime	10	14
E2001	Beyond Trauma: PTSD		2
E2002	Victims of Crime		8
E2003	Victims' Rights		4
E2101	Human Trafficking (TCOLE 3270)	4	4
E2102	Houston Response to Human Trafficking		1
	<u>Module F</u>		
	<u>Traffic Regulation</u>		
	Traffic Code/Crash Investigation (TIM)	74	77.5
F2201	Crash Investigations		20
F2202	Auto Dealers		2

BPOC 2019 - TCOLE #1000696

HPD#	Module / Subject Area / Course Title	BPOC 2019	HPD
F2203	Crash Investigations, Freeway Closures		1
F2204	Driver's License Laws		4
F2205	Traffic Laws		35.5
F2206	Bicycle Traffic Law		0.5
F2207	E-machine		1
F2209	Traffic Direction Class & Video / Practical		5.5
F2210	National Traffic Incident Mgmt. Responder		4
F2211	High Risk Vehicle Approaches		4
F2301	Intoxicated Driver (SFST)	24	24
	<u>Module G</u>		
	<u>Communication/Language</u>		
	Written Communication	16	60.5
G2401	Grammar Class & Quiz		2
G2402	Field Note Taking		2
G2403	Offense Report Writing (TCOLE)		14.5
G2404	Offense Report Writing (ARS)		24
G2405	Offense Report Writing (RMS)		4
G2406	MobileCom		4
G2407	Departmental Forms		1
G2408	Field Problems ORW Phase 4		6
G2409	Field Problems ORW Phase 6		3
	Verbal Communication/Public Interaction	16	24
G2501	Verbal Communications		8
G2502	DRT Overview		2
G2503	Introduction to Field Problems		2
G2504	Field Problems - Phase 2		4
G2505	Field Problems - Phase 3		8
G2601	Spanish	16	16
	<u>Module H</u>		
	<u>Use of Force</u>		
H2701	De-escalation Strategies (TCOLE 1849)	8	8
	Force Options Theory	24	35
H2801	High Stress Scenarios (simulator)		4
H2802	Introduction - Defensive Tactics		4
H2803	Conductive Energy Device		7
H2805	Redman Exercises		4
H2806	Field Problems - Phase 4		4

BPOC 2019 - TCOLE #1000696

HPD#	Module / Subject Area / Course Title	BPOC 2019	HPD
H2807	Field Problems - Phase 5		8
H2808	Field Problems - Phase 6		4
	Module I		
	Special Populations		
I2901	CIT (1850)	40	44
I3001	Traumatic Brain Injury (TCOLE 4066)	2	2
	Module J		
	Arrest Procedures		
	Arrest and Control	40	62
J3101	DT 1: Stances and Foot Movements		4
J3102	DT 2-4: Standard Handcuffing		12
J3103	DT 5-7: Searching		12
J3104	DT 8: Hand Control Techniques / Pressure Points		4
J3105	DT 9: Wood / ASP Baton / PR-24		6
J3106	DT 10: Leg Restraints & Weapon Retention		4
J3107	DT 11-13: Grappling		12
J3108	DT 14: Intro to Box Drills (de-escalation techniques)		4
J3109	DT 15: Box Drills (de-escalation techniques)		4
J310	DT: Intro to Transitioning Weapons/Decision Making techniques		4
	Module K		
	Investigations		
	Criminal Investigations	40	52
K3201	Basic Criminal Investigation		7
K3202	Fingerprint ID		4
K3203	Auto Theft Investigations		2
K3204	Digital Crime Scene		0.5
K3205	Crime Scene Search & Protection		16.5
K3206	Eyewitness ID		4
K3207	Homicide Investigations		4
K3208	Courtroom Testimony & Deameanor		7
K3209	Mock Trials		4
K3210	Digital Forensic Unit		1
K3211	Sex Offender Registration		2
	Juvenile Offenders	12	12
K3301	Juvenile Investigations		2
K3302	Juvenile Procedures (formerly Family Code)		8
K3303	Juvenile Gang Investigations		2

BPOC 2019 - TCOLE #1000696

HPD#	Module / Subject Area / Course Title	BPOC 2019	HPD
	<u>Module L</u>		
	<u>Vehicle Operation</u>		
	Professional Police Driving	32	58
L3401	Basic Police Driving		46
L3402	Defensive Driving Course - National Safety Council		4
L3403	Managing Police Pursuits		4
L3404	Vehicle Dynamics		4
	<u>Module M</u>		
	<u>Patrol Operation</u>		
	Patrol Skills/Traffic Stops	46	65.5
M3501	Patrol Procedures		1.5
M3502	Arrest Procedures		2
M3503	Patrol Crime Prevention		4
M3504	Safety Awareness		16
M3505	Traffic Stops		16
M3506	Building Searches		8
M3507	Active Shooter		4
M3508	Pursuit Tactics		4
M3509	Body Worn Camera Training & Issue		2
M3510	Municipal Ordinances		2
M3511	Responding to Bomb Threats		2
M3512	Property Room Orientation		1
M3513	Key Map		3
	Radio Comm/Amber-Silver Alert/TCIC-TLETS	16	16
M3601	Emergency Communications and Radio Procedures		4
M3602	TLETS/TCIC/NCIC Mobile Operator		6
M3603	Air Support		2
M3604	TLETS / CJIS		4
M3701	Civilian Interaction Training (TCOLE 30418)	2	2
M3801	Interacting w/ Deaf and Hard of Hearing (7887)	4	4
M3901	Canine Encounters (TCOLE 4065)	4	4
	<u>Module N</u>		
	<u>Medical</u>		
	Emergency Medical Assistance	16	16
N4001	Cadet First Responder / CPR		12
N4002	Self Aid / Buddy Aid		4
	<u>Module O</u>		
	<u>Weapons</u>		

BPOC 2019 - TCOLE #1000696

HPD#	Module / Subject Area / Course Title	BPOC 2019	HPD
	Firearms	48	48
O4101	Introductions to Firearms		8
O4102	Cadet Firearms Training		40
	<u>Module P</u>		
	All Hazards Training		
	HazMat Awareness/ICS	4	8
P4201	Hazardous Materials Awareness		4
P4202	Law Enforcement Response Actions (LERA)		4
	<u>Module Q</u>		
Q4301	<u>End of Course Review</u>	2	2
	Total Hours:	696	956.5
	<u>HPD Courses and admin time not covered in BPOC</u>		
R4401	Employment Certification- City HR		0.5
R4402	Cadet Staff Introductions		1
R4403	Command Staff Introductions		1.5
R4404	Chaplain's Address		0.5
R4405	HPD Employee Services		0.5
R4406	Wellness, Trigger Pull, ID Pics		2
R4407	Firearms Orientation		1.5
R4408	Gym Orientation		1
R4409	HCC College Hours		1
R4410	HR Benefits		1
R4411	HPFCU		0.5
R4412	Drill Instruction		8
R4413	National Bone Marrow Donor Program		0.5
R4414	Homeland Security: Introduction to Terrorism		4
R4415	Pension & Burial Fund Association		1
R4416	Employee Group Presentations		1.5
R4417	Meet & Confer Agreement		3
R4418	Deferred Compensation Presentations		1
R4419	Station Ridealongs & Ridealong assignment mtg		17
R4420	100 Club		0.5
R4421	Graduation Practice		36
R4422	Family Night		3
R4423	Financial Responsibility		2
R4424	Vest Fitting		3
R4426	Uniform Supply Final Issue		4
R4427	Field Training Station Assignments		0.5

BPOC 2019 - TCOLE #1000696

HPD#	Module / Subject Area / Course Title	BPOC 2019	HPD
R4428	Address from Command Level		1.5
R4429	Concerned Division Overview		1
R4430	Indoor Range Orientation		0.5
R4431	Oath of Office		0.5
R4432	General Orders		2
R4433	Health and Safety Unit--IOD and Workers Comp		0.5
R4434	Concerns of Police Survivors Gen Presentation		0.5
R4444	Patrol Orientation to SWAT		1
	Total HPD Course and Admin Time		103.5
	TESTS		
	Code of Conduct Exam		0.5
	Primary quizzes (1-4)		4
	Primary exams (1-9)		9
	Test Reviews		5
	Response To Resistance Exam (given during Field Problems)		0
	NCIC/TCIC Access (given during TLETS/CJIS)		0
	Civil Service exam		2
	SFST (given during SFST training)		0
	TCOLE		4
	FEMA (ICS-100, 700A)		2
	Weapons of Mass Destruction (AWR-160)		2
	Total Test Time		28.5
	TOTAL HPD ACADEMY INSTRUCTION TIME		1088.5

Texas Commission on Law Enforcement

Houston Police Academy

Instructor Lesson Plan

Subject: De-Escalation Techniques: **Unit:**
Limiting the Use of Force in Public Interaction

TCOLE#: 1849 **HPD#:** 4776

Instructors: SPO Kent Winebrenner **Phone:** 832-394-2352

Time Allotted: 8 Hours

Instructor Aids: Computer with projector; Power point presentation

Student Materials: None

Prerequisite Experience of the Learners: Classified

Goal:

It is the purpose of this course to assist the student in developing effective interpersonal communication skills. The goal is also to learn how to accomplish voluntary compliance through the use of verbal communications and to learn how to tactfully persuade people why they should comply with the commands/directives.

Date Prepared: February 2018

Date Revised:

Prepared By: SPO K. Winebrenner

Revised By:

Course Schedule

4 Hours: Sandra Bland Act & Critical Decision Making Model

4 Hours: Tactical Communications & Operational Safety Tactics

Instructor Lesson Plan

Subject: De-Escalation Techniques: **Unit:**
Limiting the Use of Force in Public Interaction

Lesson Objectives:

The students will learn and/or demonstrate the following objectives as instructed in the class setting to the satisfaction of the instructor:

- Sandra Bland Act
- Patrol Officer's Response
- Integration of Crisis Intervention
- Communication
- Tactics
- Officer Safety – Physical, Emotional and Legal
- Critical Decision Model
- Teamwork
- Focus on Crisis

Instructor Lesson Plan

II. Preparation:

Interpersonal communication skills are a necessity to successful law enforcement. They not only allow the police to provide a better service, but they also assist in the solving of crime and help ensure the safety of the officer and the public.

II. Presentation

Key Topic Points

Elaboration on Key Points

*** See Power Point Presentation ***
(Most of the slides have notes)

III. Application

Students will demonstrate the techniques of de-escalation by handling three scenarios in class.

IV. Evaluation

The knowledge of the students will be evaluated through an oral review, via question and answer session, to assess the competency of the students on the material presented in class.

V. References

General Orders – 600-17

Senate Bill 1849, “Sandra Bland Act”

Occupations Code 1701

<https://www.washingtonpost.com/graphics/national/police-shootings-year-end>

<https://www.washingtonpost.com/graphics/national/police-shootings-year-end>

Schedule for Class 245

Week: 0

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, January 20, 2020					
All	CITY HOLIDAY: MLK JR. DAY				
Tuesday, January 21, 2020					
All	Orientation	7:00	11:00	4:00	Cadet Training Unit
All	Orientation	12:00	16:00	4:00	Cadet Training Unit
Wednesday, January 22, 2020					
All	Pre-Service Issue SUPPLY	7:00	11:00	4:00	Cadet Training Unit
All	Pre-Service Issue SUPPLY	12:00	16:00	4:00	Cadet Training Unit
Thursday, January 23, 2020					
All	Pre-Service Issue SUPPLY Make-Up	7:00	11:00	4:00	Cadet Training Unit
All	Pre-Service Issue SUPPLY Make-Up	12:00	16:00	4:00	Cadet Training Unit
Friday, January 24, 2020					
All	Pre-Service Issue SUPPLY Make-Up	7:00	11:00	4:00	Cadet Training Unit
All	Pre-Service Issue SUPPLY Make-Up	12:00	16:00	4:00	Cadet Training Unit

Schedule for Class 245

Week: 1

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, January 27, 2020					
All	Cadet Staff Introductions	7:00	8:00	1:00	Cadet Training Unit
All	Command Staff Introductions	8:00	9:30	1:30	COP / EAC / AC
All	Employment Certification - City HR	9:30	10:00	0:30	Rita Zamora / Leticia Ruiz
All	HPD Employee Services	10:00	10:30	0:30	Blanca Sanchez / Tamico Williams
All	ID Pictures	10:30	11:00	0:30	Sanchez / Williams / Palmer
All	Wellness Check	12:00	13:00	1:00	Defensive Tactics Unit
All	Gym Orientation	13:00	14:00	1:00	Defensive Tactics Unit
All	Drill Instruction	14:00	16:00	2:00	Cadet Training Unit
Tuesday, January 28, 2020					
All	Firearms Orientation	7:00	8:30	1:30	Firearms Training Unit
All	HR Benefits Presentation	8:30	9:30	1:00	Sonyia Graham
All	Houston Police Credit Union	9:30	10:00	0:30	Amber Roberts / Brenda Alcorta
All	HPD Organization	10:00	10:30	0:30	Cadet Training Unit
All	TCOLE C-1 Certification	10:30	11:00	0:30	Certification Unit
All	Objectives & Law Books	12:00	12:30	0:30	Cadet Training Unit
All	Houston Community College Presentation	12:30	13:00	0:30	Al Collins / Chris Carmean
All	Child Safety Alert Check List	13:00	14:00	1:00	Karen Kennard / Lisa Bourgoyne
All	Drill Instruction	14:00	16:00	2:00	Cadet Training Unit
Wednesday, January 29, 2020					
All	Chaplain's Address	7:00	7:30	0:30	Chaplains Johnson & Montgomery
All	Conduct in the Workplace	7:30	8:30	1:00	Cadet Training Sergeant
All	Grammar	8:30	9:30	1:00	Cadet Training Unit
All	Testing Etiquette & Study Skills	9:30	10:00	0:30	Officer Angel August
All	Code of Conduct Exam	10:00	10:30	0:30	Officer Angel August
All	OPEN TIME	10:30	11:00	0:30	Cadet Training Unit
All	Psychology of Policing 1	12:00	14:00	2:00	Psychological Services
All	Public Service and the Police	14:00	16:00	2:00	Commander K. Deese
Thursday, January 30, 2020					
All	Physical Agility Test: Initial Assessment	7:00	11:00	4:00	Defensive Tactics Unit
All	Professionalism and Ethics	12:00	16:00	4:00	Cmdr. Deese / Officer Douglas
Friday, January 31, 2020					
All	Professionalism and Ethics	7:00	11:00	4:00	Cmdr. Deese / Officer Douglas

Schedule for Class 245

All	Racial Profiling	12:00	16:00	4:00	Cadet Training Unit
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Schedule for Class 245

Week: 2

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, February 3, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Fitness and Wellness, Stress Management	7:00	10:00	3:00	Defensive Tactics Unit
All	Narcotics Investigations - Health & Safety Act	10:00	11:00	1:00	Officer M. Ramirez
All	Narcotics Investigations - Health & Safety Act	12:00	15:00	3:00	Officer M. Ramirez
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit
Tuesday, February 4, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Professional Policing	7:00	11:00	4:00	Cmdr. Deese / Sgt. Munguia
All	Professional Policing	12:00	14:00	2:00	Cmdr. Deese / Sgt. Munguia
All	Patrol Procedures	14:00	15:30	1:30	Cadet Training Unit
All	***CADETS OUT BY 1530 - MANDATORY***	15:30	15:30	0:00	Cadet Training Unit
Wednesday, February 5, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Spanish 1 & 2	7:00	9:00	2:00	Cadet Training Unit
All	Phonetic Alphabet	9:00	9:30	0:30	Cadet Training Unit
All	OPEN TIME	9:30	10:00	0:30	Cadet Training Unit
All	Grammar Quiz	10:00	11:00	1:00	Officer A. August
All	Spanish 3 & 4	12:00	14:00	2:00	Cadet Training Unit
All	Consular Notification	14:00	15:00	1:00	Cadet Training Unit
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit
Thursday, February 6, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Spanish 5 & 6	7:00	9:00	2:00	Cadet Training Unit
All	Sexual Harassment	9:00	11:00	2:00	Lt. B. Morefield
All	Juvenile Investigations	12:00	14:00	2:00	Detective J. Moreno
All	Primary 1 Quiz	14:00	15:00	1:00	Officer A. August
All	Test Review	15:00	15:30	0:30	Cadet Training Unit
All	***CADETS OUT BY 1530 - MANDATORY***	15:30	15:30	0:00	Cadet Training Unit
Friday, February 7, 2020					
All	Physical Fitness Training - Road Run	6:00	8:00	2:00	Defensive Tactics Unit
All	TCIC / NCIC Less Than Full Access	8:00	11:00	3:00	Janet Sanders
All	TCIC / NCIC Less Than Full Access	12:00	15:00	3:00	Janet Sanders

Schedule for Class 245

All ***CADETS OUT BY 1500 - MANDATORY*** 15:00 15:00 0:00 Cadet Training Unit

Schedule for Class 245

Week: 3

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, February 10, 2020					
All	Code of Criminal Procedure	7:00	11:00	4:00	Celeste Byrom
All	Code of Criminal Procedure	12:00	16:00	4:00	Celeste Byrom
Tuesday, February 11, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Penal Code 1	7:00	11:00	4:00	Paul Fortenberry
All	Penal Code 2	12:00	15:30	3:30	Paul Fortenberry
All	***CADETS OUT BY 1530 - MANDATORY***	15:30	15:30	0:00	Cadet Training Unit
Wednesday, February 12, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Penal Code 3	7:00	11:00	4:00	Paul Fortenberry
All	Penal Code 4	12:00	15:00	3:00	Paul Fortenberry
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit
Thursday, February 13, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Penal Code 5	7:00	11:00	4:00	Paul Fortenberry
All	Penal Code 6	12:00	15:30	3:30	Paul Fortenberry
All	***CADETS OUT BY 1530 - MANDATORY***	15:30	15:30	0:00	Cadet Training Unit
Friday, February 14, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Penal Code 7	7:00	11:00	4:00	Paul Fortenberry
All	Penal Code 8	12:00	15:00	3:00	Paul Fortenberry
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit
Saturday, February 15, 2020					
All	Formative Evaluation 1				Cadet Training Unit

Schedule for Class 245

Week: 4

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, February 17, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Penal Code 9	7:00	11:00	4:00	Paul Fortenberry
All	Penal Code 10	12:00	15:00	3:00	Paul Fortenberry
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit
Tuesday, February 18, 2020					
All	Primary 1 Test	6:30	7:30	1:00	Officer A. August
All	Penal Code 11	7:30	11:00	3:30	Paul Fortenberry
All	Penal Code 12	12:00	15:00	3:00	Paul Fortenberry
All	Test Review	15:00	15:30	0:30	Cadet Training Unit
All	***CADETS OUT BY 1530 - MANDATORY***	15:30	15:30	0:00	Cadet Training Unit
Wednesday, February 19, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Spanish 7 & 8	7:00	9:00	2:00	Cadet Training Unit
All	History of Policing	9:00	11:00	2:00	Ronnie Mascheck
All	History of Policing	12:00	14:00	2:00	Ronnie Mascheck
All	National Bone Marrow Donor Program	14:00	15:00	1:00	B. Allison / R. Mascheck
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit
Thursday, February 20, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Penal Code 13	7:00	11:00	4:00	Paul Fortenberry
All	Penal Code 14	12:00	15:30	3:30	Paul Fortenberry
All	***CADETS OUT BY 1530 - MANDATORY***	15:30	15:30	0:00	Cadet Training Unit
Friday, February 21, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Spanish 9 & 10	7:00	9:00	2:00	Cadet Training Unit
All	Juvenile Gang Investigations	9:00	11:00	2:00	Cadet Training Unit
All	Phonetic Alphabet Quiz	12:00	12:30	0:30	Cadet Training Unit
All	Family Night Practice	12:30	13:00	0:30	Cadet Training Unit
All	Overview of the Criminal Justice System	13:00	15:00	2:00	Cadet Training Unit
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit

Schedule for Class 245

Week: 5

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, February 24, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Arrest, Search & Seizure 1	7:00	11:00	4:00	Mary McFaden
All	Arrest, Search & Seizure 2	12:00	15:00	3:00	Mary McFaden
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit
Tuesday, February 25, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Arrest, Search & Seizure 3	7:00	11:00	4:00	Mary McFaden
All	Arrest, Search & Seizure 4	12:00	15:30	3:30	Mary McFaden
All	***CADETS OUT BY 1530 - MANDATORY***	15:30	15:30	0:00	Cadet Training Unit
Wednesday, February 26, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Arrest, Search & Seizure 5	7:00	11:00	4:00	Mary McFaden
All	Arrest, Search & Seizure 6	12:00	15:00	3:00	Mary McFaden
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit
Thursday, February 27, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Arrest, Search & Seizure 7	7:00	11:00	4:00	Mary McFaden
All	Arrest, Search & Seizure 8	12:00	15:30	3:30	Mary McFaden
All	***CADETS OUT BY 1530 - MANDATORY***	15:30	15:30	0:00	Cadet Training Unit
Friday, February 28, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Arrest, Search & Seizure 9	7:00	11:00	4:00	Mary McFaden
All	Arrest, Search & Seizure 10	12:00	15:00	3:00	Mary McFaden
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit

Schedule for Class 245

Week: 6

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, March 2, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Arrest, Search & Seizure 11	7:00	11:00	4:00	Mary McFaden
All	Financial Responsibility	12:00	14:00	2:00	Lt. Kalinowski
All	Family Night Practice	14:00	15:00	1:00	Cadet Training Unit
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit
Tuesday, March 3, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Civil Process & Liability	7:00	11:00	4:00	Andrew Petty
All	Primary 2 Quiz	12:00	13:00	1:00	Officer A. August
All	Spanish 11 & 12	13:00	15:00	2:00	Cadet Training Unit
All	Test Review	15:00	15:30	0:30	Cadet Training Unit
All	***CADETS OUT BY 1530 - MANDATORY***	15:30	15:30	0:00	Cadet Training Unit
Wednesday, March 4, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Intro to Communications	7:00	11:00	4:00	Sgt. R. Watson
All	Family Night (Cadets to be back @ 1730)	18:30	20:30	2:00	Cadet Training Unit
Thursday, March 5, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Problem Solving & Critical Thinking	7:00	11:00	4:00	Sgt. R. Watson
All	Problem Solving & Critical Thinking	12:00	14:00	2:00	Sgt. R. Watson
All	HPD Boxing Presentation	14:00	14:30	0:30	Officer J. Villa
All	OPEN TIME	14:30	15:30	1:00	Cadet Training Unit
All	***CADETS OUT BY 1530 - MANDATORY***	15:30	15:30	0:00	Cadet Training Unit
Friday, March 6, 2020					
All	Juvenile Procedures Law (formerly Family Code)	7:00	11:00	4:00	John Jordan
All	Juvenile Procedures Law (formerly Family Code)	12:00	16:00	4:00	John Jordan

Schedule for Class 245

Week: 7

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, March 9, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	US & TX Constitutions, Bill of Rights, CJS	7:00	11:00	4:00	Lt. P. Lewis
All	Basic Criminal Investigations	12:00	15:00	3:00	Cadet Training Unit
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit
Tuesday, March 10, 2020					
All	US & TX Constitutions, Bill of Rights, CJS	7:00	11:00	4:00	Lt. P. Lewis
All	Basic Criminal Investigations	12:00	16:00	4:00	Cadet Training Unit
Wednesday, March 11, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Texas Alcoholic Beverage Commission (TABC)	7:00	11:00	4:00	Agent Sergio Saldivar
All	Primary 2 Test	12:00	13:00	1:00	Officer A. August
All	Spanish 13 & 14	13:00	15:00	2:00	Cadet Training Unit
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit
Thursday, March 12, 2020					
All	Roll Call & Test Review	6:30	7:00	0:30	Cadet Training Unit
All	Victims of Crime	7:00	11:00	4:00	Sarah Lewis / Lt. J. Pleasant
All	Victims of Crime	12:00	15:30	3:30	Sarah Lewis / Lt. J. Pleasant
All	***CADETS OUT BY 1530 - MANDATORY***	15:30	15:30	0:00	Cadet Training Unit
Friday, March 13, 2020					
All	TCOLE Rules & Regulations (Room 426)	7:00	11:00	4:00	Certification Unit
All	Victim's Rights	12:00	16:00	4:00	Sarah Lewis / Lt. J. Pleasant

Schedule for Class 245

Week: 8

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, March 16, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Identity Crimes	7:00	11:00	4:00	Officers B. Owdley & E. Carr
All	Spanish 15 & 16	12:00	14:00	2:00	Cadet Training Unit
All	Digital Forensic	14:00	15:00	1:00	Douglas Gotfredsen
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit
Tuesday, March 17, 2020					
All	Homicide Investigations	7:00	11:00	4:00	Officer B. Nabors
All	Pursuit Tactics	12:00	16:00	4:00	Officer C. Robinson & Lt. M. Novak
Wednesday, March 18, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Family Violence	7:00	11:00	4:00	Sgt. M. Holbrook
All	Family Violence	12:00	15:00	3:00	Sgt. M. Holbrook
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit
Thursday, March 19, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Family Violence	7:00	11:00	4:00	Sgt. M. Holbrook
All	Family Violence	12:00	15:30	3:30	Sgt. M. Holbrook
Friday, March 20, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Missing & Exploited Children	7:00	11:00	4:00	Lt. Cruz / Sgt. Menendez-Sierra / Ofc. B
All	Adult Sex Crimes	12:00	13:00	1:00	Lt. Gunter
All	Psychology of Policing 2	13:00	15:00	2:00	Psychological Services
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit
Saturday, March 21, 2020					
All	Formative Evaluation 2				Cadet Training Unit

Schedule for Class 245

Week: 9

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, March 23, 2020					
All	Fingerprint ID	6:00	10:00	4:00	Texas Ranger Wesley Doolittle
All	Crime Scene Search & Protection	10:00	11:00	1:00	Texas Ranger Wesley Doolittle
All	Primary 3 Quiz	12:00	12:30	0:30	Officer A. August
All	Crime Scene Search & Protection	12:30	14:00	1:30	Texas Ranger Wesley Doolittle
All	Physical Fitness Training	14:00	15:00	1:00	Defensive Tactics Unit
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit
Tuesday, March 24, 2020					
All	Roll Call & Test Review	6:30	7:00	0:30	Cadet Training Unit
All	Digital Crime Scene	7:00	7:30	0:30	Tim Palmer
All	Crime Scene Search & Protection	7:30	11:00	3:30	Texas Ranger Wesley Doolittle
All	Crime Scene Search & Protection	12:00	15:30	3:30	Texas Ranger Wesley Doolittle
All	***CADETS OUT BY 1530 - MANDATORY***	15:30	15:30	0:00	Cadet Training Unit
Wednesday, March 25, 2020					
All	Crime Scene Search & Protection	6:00	11:00	5:00	Texas Ranger Wesley Doolittle
All	Crime Scene Search & Protection	12:00	14:00	2:00	Texas Ranger Wesley Doolittle
All	Physical Fitness Training	14:00	15:00	1:00	Defensive Tactics Unit
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit
Thursday, March 26, 2020					
All	Eligible for OT				
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Crimes Against Children	7:00	11:00	4:00	Lt. Colburn / Sgt. Donovan / Ofc. Fortso
All	Sex Offender Registration	12:00	14:00	2:00	Officer E. Vawters
All	Meet & Confer Agreement	14:00	16:00	2:00	Officer J. Gamaldi
Friday, March 27, 2020					
All	Primary 3 Test	7:00	8:00	1:00	Officer A. August
All	Vest Fitting with Galls Uniform	8:00	11:00	3:00	P. Bennett / Nancy Huey / Sgt. Miyako
All	Defensive Driving Course	12:00	16:00	4:00	James Garza

Schedule for Class 245

Week: 10

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, March 30, 2020					
All	Physical Fitness Training	6:00	7:30	1:30	Defensive Tactics Unit
All	Asset Forfeiture	7:30	11:30	4:00	Sgt. L. Venables / ADA Yvonne Taylor
All	Field Note Taking	12:30	14:00	1:30	Cadet Training Unit
All	Ride Along Assignments	14:00	14:30	0:30	Field Training Unit
All	OPEN TIME	14:30	15:00	0:30	Cadet Training Unit
Tuesday, March 31, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Offense Report Writing	7:00	11:00	4:00	Cadet Training Unit
All	Offense Report Writing	12:00	15:30	3:30	Cadet Training Unit
Wednesday, April 1, 2020					
All	Physical Fitness Training	6:00	7:30	1:30	Defensive Tactics Unit
All	Managing Police Pursuits	7:00	11:00	4:00	Drivers Training Unit
All	Vehicle Dynamics	12:00	15:30	3:30	Drivers Training Unit
Thursday, April 2, 2020					
All	Primary 4 Quiz	6:30	7:00	0:30	Officer A. August
All	Offense Report Writing	7:00	11:00	4:00	Cadet Training Unit
All	Offense Report Writing	12:00	15:00	3:00	Cadet Training Unit
All	Test Review	15:00	15:30	0:30	Cadet Training Unit
Friday, April 3, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Introduction to Firearms	7:00	11:00	4:00	Firearms Training Unit
All	Introduction to Firearms	12:00	16:00	4:00	Firearms Training Unit

Schedule for Class 245

Week: 11

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, April 6, 2020					
All	Mid-Term PAT	7:00	11:00	4:00	Defensive Tactics Unit
All	Defensive Tactics: Introduction	12:00	16:00	4:00	Defensive Tactics Unit
Tuesday, April 7, 2020					
All	De-Escalation Strategies (TCOLE 1849)	7:00	11:00	4:00	Patrol Tactics Unit
All	De-Escalation Strategies (TCOLE 1849)	12:00	16:00	4:00	Patrol Tactics Unit
Wednesday, April 8, 2020					
All	Responding to Bomb Threats	7:00	9:00	2:00	Sgt. J. Luplow
All	Employee Group Presentations	9:00	10:30	1:30	HPOU / OSSO / AAPOL / LEAAP
All	OPEN TIME	10:30	11:00	0:30	Cadet Training Unit
All	Defensive Tactics 01: Grappling I	12:00	16:00	4:00	Defensive Tactics Unit
Thursday, April 9, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Report Management System (RMS)	7:00	11:00	4:00	Cadet Training Unit
All	Intro to Automated Report System (ARS)	12:00	15:30	3:30	Cadet Training Unit
Friday, April 10, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Human Trafficking (TCOLE 3270)	7:00	11:00	4:00	Sgt. L. Carballo
All	Primary 4 Test	12:00	13:30	1:30	Officer A. August
All	Email & Survey Monkey Catch Up	13:30	14:30	1:00	Cadet Training Unit
All	Test Review	14:30	15:00	0:30	Cadet Training Unit
Saturday, April 11, 2020					
All	Formative Evaluation 3				Cadet Training Unit

Schedule for Class 245

Week: 12

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, April 13, 2020					
1st/2nd Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit
3rd/4th Sqd	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
4th Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
3rd Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
1st/2nd Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
4th Sqd	Defensive Tactics 02: Stances & Foot Movements w/ Tactical Falls	12:00	16:00	4:00	Defensive Tactics Unit
3rd Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit
Tuesday, April 14, 2020					
1st/2nd Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit
3rd Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
4th Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
1st/2nd Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
4th Sqd	Defensive Tactics 03: Standard Handcuffing Techniques	12:00	16:00	4:00	Defensive Tactics Unit
3rd Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit
Wednesday, April 15, 2020					
3rd/4th Sqd	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
1st/2nd Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit
4th Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
3rd Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
1st/2nd Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
4th Sqd	Defensive Tactics 04: Standard Handcuffing Techniques	12:00	16:00	4:00	Defensive Tactics Unit
3rd Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit
Thursday, April 16, 2020					
1st/2nd Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit
4th Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
3rd Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
1st/2nd Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
4th Sqd	Defensive Tactics 05: Standard Handcuffing Techniques	12:00	16:00	4:00	Defensive Tactics Unit
3rd Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit
Friday, April 17, 2020					
3rd/4th Sqd	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit

Schedule for Class 245

1st/2nd Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit
4th Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
3rd Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
1st/2nd Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
4th Sqd	Defensive Tactics 06: Searching	12:00	16:00	4:00	Defensive Tactics Unit
3rd Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit

Schedule for Class 245

Week: 13

Group	Title	Begin Time	End Time	Instruction Hours	Instructors
Monday, April 20, 2020					
3rd/4th Sqd	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
1st/2nd Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit
4th Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
3rd Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
1st/2nd Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
4th Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit
3rd Sqd	Defensive Tactics 02: Stances & Foot Movements w/ Tactical Falls	12:00	16:00	4:00	Defensive Tactics Unit
Tuesday, April 21, 2020					
1st/2nd Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit
4th Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
3rd Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
1st/2nd Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
3rd Sqd	Defensive Tactics 03: Standard Handcuffing Techniques	12:00	16:00	4:00	Defensive Tactics Unit
4th Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit
Wednesday, April 22, 2020					
3rd/4th Sqd	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
1st/2nd Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit
4th Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
3rd Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
1st/2nd Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
4th Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit
3rd Sqd	Defensive Tactics 04: Standard Handcuffing Techniques	12:00	16:00	4:00	Defensive Tactics Unit
Thursday, April 23, 2020					
1st/2nd Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit
3rd Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
4th Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
1st/2nd Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
4th Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit
3rd Sqd	Defensive Tactics 05: Standard Handcuffing Techniques	12:00	16:00	4:00	Defensive Tactics Unit
Friday, April 24, 2020					
1st/2nd Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit

Schedule for Class 245

3rd/4th Sqd	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
3rd Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
4th Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
1st/2nd Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
4th Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit
3rd Sqd	Defensive Tactics 06: Searching	12:00	16:00	4:00	Defensive Tactics Unit

Schedule for Class 245

Week: 14

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, April 27, 2020					
3rd/4th Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit
1st/2nd Sqd	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
1st Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
2nd Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
3rd/4th Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
2nd Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit
1st Sqd	Defensive Tactics 02: Stances & Foot Movements w/ Tactical Falls	12:00	16:00	4:00	Defensive Tactics Unit
Tuesday, April 28, 2020					
3rd/4th Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit
2nd Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
1st Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
3rd/4th Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
2nd Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit
1st Sqd	Defensive Tactics 03: Standard Handcuffing Techniques	12:00	16:00	4:00	Defensive Tactics Unit
Wednesday, April 29, 2020					
3rd/4th Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit
All	Primary 5 Test	6:00	7:00	1:00	Officer A. August
2nd Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
1st Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
3rd/4th Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
2nd Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit
1st Sqd	Defensive Tactics 04: Standard Handcuffing Techniques	12:00	16:00	4:00	Defensive Tactics Unit
Thursday, April 30, 2020					
3rd/4th Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit
2nd Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
1st Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
3rd/4th Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
1st Sqd	Defensive Tactics 05: Standard Handcuffing Techniques	12:00	16:00	4:00	Defensive Tactics Unit
2nd Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit
Friday, May 1, 2020					
3rd/4th Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit

Schedule for Class 245

1st/2nd Sqd	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
2nd Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
1st Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
3rd/4th Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
1st Sqd	Defensive Tactics 06: Searching	12:00	16:00	4:00	Defensive Tactics Unit
2nd Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit

Schedule for Class 245

Week: 15

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, May 4, 2020					
1st/2nd Sqd	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
3rd/4th Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit
1st Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
2nd Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
3rd/4th Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
1st Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit
2nd Sqd	Defensive Tactics 02: Stances & Foot Movements w/ Tactical Falls	12:00	16:00	4:00	Defensive Tactics Unit
Tuesday, May 5, 2020					
3rd/4th Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit
1st Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
2nd Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
3rd/4th Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
1st Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit
2nd Sqd	Defensive Tactics 03: Standard Handcuffing Techniques	12:00	16:00	4:00	Defensive Tactics Unit
Wednesday, May 6, 2020					
3rd/4th Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit
1st/2nd Sqd	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
1st Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
2nd Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
3rd/4th Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
2nd Sqd	Defensive Tactics 04: Standard Handcuffing Techniques	12:00	16:00	4:00	Defensive Tactics Unit
1st Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit
Thursday, May 7, 2020					
3rd/4th Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit
1st Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
2nd Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
3rd/4th Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
1st Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit
2nd Sqd	Defensive Tactics 05: Standard Handcuffing Techniques	12:00	16:00	4:00	Defensive Tactics Unit
Friday, May 8, 2020					
3rd/4th Sqd	Firearms Training	6:00	10:00	4:00	Firearms Training Unit

Schedule for Class 245

1st/2nd Sqd	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
2nd Sqd	Automated Report System	7:00	11:00	4:00	Cadet Training Unit
1st Sqd	Drivers Training	7:00	11:00	4:00	Drivers Training Unit
3rd/4th Sqd	Firearms Training	11:00	15:00	4:00	Firearms Training Unit
1st Sqd	Drivers Training	12:00	16:00	4:00	Drivers Training Unit
2nd Sqd	Defensive Tactics 06: Searching	12:00	16:00	4:00	Defensive Tactics Unit

Schedule for Class 245

Week: 16

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, May 11, 2020					
All	Taser Training	6:00	11:00	5:00	Defensive Tactics Unit
All	Taser Training	12:00	15:00	3:00	Defensive Tactics Unit
All	***CADETS OUT BY 1500 - MANDATORY***	15:00	15:00	0:00	Cadet Training Unit
Tuesday, May 12, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Texas Drivers License Laws	7:00	11:00	4:00	DPS Sgt. Woodard
All	Texas Traffic Laws	12:00	16:00	4:00	DPS Sgt. Woodard
Wednesday, May 13, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Texas Traffic Laws	7:00	11:00	4:00	DPS Sgt. Woodard
All	Texas Traffic Laws	12:00	16:00	4:00	DPS Sgt. Woodard
Thursday, May 14, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Primary 6 Test	7:00	8:00	1:00	Officer A. August
All	OPEN TIME	8:00	9:00	1:00	Cadet Training Unit
All	Multiculturalism & Human Relations	9:00	11:00	2:00	Cadet Training Unit
All	Multiculturalism Panel (Public Affairs) Part 1	12:00	16:00	4:00	Sgt. J. Perales
Friday, May 15, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Emergency Communications & Radio Procedures	7:00	11:00	4:00	Cadet Training Unit
All	OPEN TIME	12:00	16:00	4:00	Cadet Training Unit
Saturday, May 16, 2020					
All	Formative Evaluation 4				Cadet Training Unit
All	Ride Along #1				Field Training Unit

Schedule for Class 245

Week: 17

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, May 18, 2020					
All	Physical Fitness Training	6:00	8:00	2:00	Defensive Tactics Unit
All	Multiculturalism Panel (Public Affairs) Part 2	8:00	12:00	4:00	Sgt. J. Perales
All	Email and Survey Monkey catch up	13:00	16:00	3:00	Cadet Training Unit
Tuesday, May 19, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Texas Traffic Laws	7:00	11:00	4:00	DPS Sgt. Woodard
All	Texas Traffic Laws	12:00	16:00	4:00	DPS Sgt. Woodard
Wednesday, May 20, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Texas Traffic Laws	7:00	10:30	3:30	DPS Sgt. Woodard
All	Texas Bicycle Laws	10:30	11:00	0:30	Sgt. R. Pena
All	Texas Traffic Laws	12:00	16:00	4:00	DPS Sgt. Woodard
Thursday, May 21, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Texas Traffic Laws	7:00	11:00	4:00	DPS Sgt. Woodard
All	Texas Traffic Laws	12:00	16:00	4:00	DPS Sgt. Woodard
Friday, May 22, 2020					
All	Defensive Tactics 7: Grappling II	7:00	11:00	4:00	Defensive Tactics Unit
All	Situational Bias	12:00	13:30	1:30	Psychological Services
All	General Orders	13:30	15:30	2:00	Cadet Training Unit
All	OPEN TIME	15:30	16:00	0:30	Cadet Training Unit

Schedule for Class 245

Week: 18

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, May 25, 2020					
All	CITY HOLIDAY: MEMORIAL DAY				
Tuesday, May 26, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Crash Investigations (Room 426)	7:00	11:00	4:00	Officers R. Veal & C. Sartor
All	Crash Investigations (Room 426)	12:00	16:00	4:00	Officers R. Veal & C. Sartor
Wednesday, May 27, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Crash Investigations (Room 426)	7:00	11:00	4:00	Officers R. Veal & C. Sartor
All	Crash Investigations (Room 426)	12:00	16:00	4:00	Officers R. Veal & C. Sartor
Thursday, May 28, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Crash Investigations (Room 426)	7:00	11:00	4:00	Officers R. Veal & C. Sartor
All	Crash Investigations Freeway Closures (Room 426)	12:00	13:00	1:00	Officers R. Veal & C. Sartor
All	Auto Theft	13:00	15:00	2:00	Sgt. T. Hicks
All	Property Room Orientation	15:00	16:00	1:00	Lt. K. Peters
Friday, May 29, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Safety Awareness	7:00	11:00	4:00	Patrol Tactics Unit
All	Safety Awareness	12:00	16:00	4:00	Patrol Tactics Unit

Schedule for Class 245

Week: 19

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, June 1, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Safety Awareness	7:00	11:00	4:00	Patrol Tactics Unit
All	Safety Awareness	12:00	16:00	4:00	Patrol Tactics Unit
Tuesday, June 2, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Eyewitness Identification	7:00	11:00	4:00	Lt. C. Richards / S. Morrison
All	Emergency Medical Assistance	12:00	16:00	4:00	James Kindel
Wednesday, June 3, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Defensive Tactics 08: Searching	7:00	11:00	4:00	Defensive Tactics Unit
All	Emergency Medical Assistance	12:00	16:00	4:00	James Kindel
Thursday, June 4, 2020					
All	Primary 7 Test	6:00	7:00	1:00	Officer A. August
All	Defensive Tactics 09: Searching	7:00	11:00	4:00	Defensive Tactics Unit
All	Emergency Medical Assistance	12:00	16:00	4:00	James Kindel
Friday, June 5, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Standardized Field Sobriety Testing (SFST)	7:00	11:00	4:00	Sgts. D. Egdorf & J. Roberts/Ofc. S. Cor
All	Standardized Field Sobriety Testing (SFST)	12:00	16:00	4:00	Sgts. D. Egdorf & J. Roberts/Ofc. S. Cor

Schedule for Class 245

Week: 20

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, June 8, 2020					
All	Expandable Baton Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Arrest Procedures	7:00	9:00	2:00	Cadet Training Unit
All	Body Camera Issue & Training	9:00	11:00	2:00	Cmdr. Skillern/James Morris
3rd/4th Sqd	Traffic Stops / E-Citation Device	12:00	16:00	4:00	Patrol Tactics / Lt. C. Wilk
1st/2nd Sqd	Standardized Field Sobriety Testing (SFST)	12:00	16:00	4:00	Sgts. D. Egdorf & J. Roberts/Ofc. S. Cor
1st/2nd Sqd	Standardized Field Sobriety Testing (SFST)	17:00	21:00	4:00	Sgts. D. Egdorf & J. Roberts/Ofc. S. Cor
3rd/4th Sqd	Traffic Stops / Civilian Interaction	17:00	21:00	4:00	Patrol Tactics
Tuesday, June 9, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Departmental Forms	7:00	8:00	1:00	Cadet Training Unit
All	Graduation Practice / Weapons Inspection	8:00	11:00	3:00	Cadet Training Unit
3rd/4th Sqd	Traffic Stops / E-Citation Device	12:00	16:00	4:00	Patrol Tactics / Lt. C. Wilk
1st/2nd Sqd	Standardized Field Sobriety Testing (SFST)	12:00	16:00	4:00	Sgts. D. Egdorf & J. Roberts/Ofc. S. Cor
1st/2nd Sqd	Standardized Field Sobriety Testing (SFST)	17:00	21:00	4:00	Sgts. D. Egdorf & J. Roberts/Ofc. S. Cor
3rd/4th Sqd	Traffic Stops	17:00	21:00	4:00	Patrol Tactics
Wednesday, June 10, 2020					
All	Expandable Baton Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Defensive Tactics 10: PR 24 Baton	7:00	11:00	4:00	Defensive Tactics Unit
3rd/4th Sqd	Standardized Field Sobriety Testing (SFST)	12:00	16:00	4:00	Sgts. D. Egdorf & J. Roberts/Ofc. S. Cor
1st/2nd Sqd	Traffic Stops / E-Citation Device	12:00	16:00	4:00	Patrol Tactics / Lt. C. Wilk
1st/2nd Sqd	Traffic Stops / Civilian Interaction	17:00	21:00	4:00	Patrol Tactics
3rd/4th Sqd	Standardized Field Sobriety Testing (SFST)	17:00	21:00	4:00	Sgts. D. Egdorf & J. Roberts/Ofc. S. Cor
Thursday, June 11, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Introduction to Field Problems	7:00	9:00	2:00	Cadet Training Unit
All	Traumatic Brain Injury (TCOLE 4066)	9:00	11:00	2:00	Harrison/Yellen/Knoblauch
1st/2nd Sqd	Traffic Stops / E-Citation Device	12:00	16:00	4:00	Patrol Tactics / Lt. C. Wilk
3rd/4th Sqd	Standardized Field Sobriety Testing (SFST)	12:00	16:00	4:00	Sgts. D. Egdorf & J. Roberts/Ofc. S. Cor
1st/2nd Sqd	Traffic Stops	17:00	21:00	4:00	Patrol Tactics
3rd/4th Sqd	Standardized Field Sobriety Testing (SFST)	17:00	21:00	4:00	Sgts. D. Egdorf & J. Roberts/Ofc. S. Cor
Friday, June 12, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit

Schedule for Class 245

All	Courtroom Testimony & Demeanor	7:00	11:00	4:00	John Jordan/Judge Marshall/AC Gaw
All	Courtroom Testimony & Demeanor	12:00	15:00	3:00	John Jordan/Judge Marshall/AC Gaw
All	Concerned Division Overview	15:00	16:00	1:00	Cadet Training Unit

Schedule for Class 245

Week: 21

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, June 15, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Crisis Intervention Training	7:00	11:00	4:00	Ofcs. R. Skillern/R. Martinez/T. Cogbill
All	Crisis Intervention Training	12:00	16:00	4:00	Ofcs. R. Skillern/R. Martinez/T. Cogbill
Tuesday, June 16, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Crisis Intervention Training	7:00	11:00	4:00	Ofcs. R. Skillern/R. Martinez/T. Cogbill
All	Crisis Intervention Training	12:00	16:00	4:00	Ofcs. R. Skillern/R. Martinez/T. Cogbill
Wednesday, June 17, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Crisis Intervention Training	7:00	11:00	4:00	Ofcs. R. Skillern/R. Martinez/T. Cogbill
All	Crisis Intervention Training	12:00	16:00	4:00	Ofcs. R. Skillern/R. Martinez/T. Cogbill
Thursday, June 18, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Crisis Intervention Training	7:00	11:00	4:00	Ofcs. R. Skillern/R. Martinez/T. Cogbill
All	Crisis Intervention Training	12:00	16:00	4:00	Ofcs. R. Skillern/R. Martinez/T. Cogbill
All	CIT Scenarios	16:00	20:00	4:00	Ofcs. R. Skillern/R. Martinez/T. Cogbill
Friday, June 19, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Crisis Intervention Training	7:00	11:00	4:00	Ofcs. R. Skillern/R. Martinez/T. Cogbill
All	Crisis Intervention Training	12:00	16:00	4:00	Ofcs. R. Skillern/R. Martinez/T. Cogbill
Saturday, June 20, 2020					
All	Formative Evaluation 5				Cadet Training Unit

Schedule for Class 245

Week: 22

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, June 22, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Level 1: Active Shooter	7:00	11:00	4:00	Sgt. B. Garrison
All	Level 1: Active Shooter	12:00	16:00	4:00	Sgt. B. Garrison
1st/2nd Sqd	High Risk Vehicle Approach	16:00	20:00	4:00	Patrol Tactics Unit
Tuesday, June 23, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Level 1: Active Shooter	7:00	11:00	4:00	Sgt. B. Garrison
All	Level 1: Active Shooter	12:00	16:00	4:00	Sgt. B. Garrison
3rd/4th Sqd	High Risk Vehicle Approach	16:00	20:00	4:00	Patrol Tactics Unit
Wednesday, June 24, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Defensive Tactics 11: Hand Control Techniques & Pressure Points	7:00	11:00	4:00	Defensive Tactics Unit
All	Field Problems: Phase 2	12:00	16:00	4:00	Patrol Tactics Unit
All	Field Problems: Phase 3	17:00	21:00	4:00	Patrol Tactics Unit
Thursday, June 25, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Defensive Tactics 12: Weapon Retention, Leg Restraint & Flashlight	7:00	11:00	4:00	Defensive Tactics Unit
All	Self-Aid / Buddy Aid	12:00	16:00	4:00	Sgt. B. Garrison
All	Field Problems: Phase 3	17:00	21:00	4:00	Patrol Tactics Unit
Friday, June 26, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Defensive Tactics 13: Grappling III	7:00	11:00	4:00	Defensive Tactics Unit
All	Homeland Security: Introduction to Terrorism	12:00	16:00	4:00	Officer D. Cherry

Schedule for Class 245

Week: 23

Group	Title	Begin Time	End Time	Instruction Hours	Instructors
Monday, June 29, 2020					
All	Primary 8 Test	6:00	7:00	1:00	Officer A. August
1st Sqd	High Stress Scenarios	7:00	11:00	4:00	Patrol Tactics Unit
2nd/3rd Sqd	Defensive Tactics 14: Intro to Box Drills	7:00	11:00	4:00	Defensive Tactics Unit
4th Sqd	Key Map Classroom Instruction	8:00	9:00	1:00	Cadet Training Unit
4th Sqd	Key Map Practical	9:00	11:00	2:00	Cadet Training Unit
All	Patrol Crime Prevention	12:00	16:00	4:00	Officer J. Abad
4th Sqd	Field Problems: Phase 4	16:30	20:30	4:00	Patrol Tactics Unit
Tuesday, June 30, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
2nd Sqd	High Stress Scenarios	7:00	11:00	4:00	Patrol Tactics Unit
1st/4th Sqd	Defensive Tactics 14: Intro to Box Drills	7:00	11:00	4:00	Defensive Tactics Unit
3rd Sqd	Key Map Classroom Instruction	8:00	9:00	1:00	Cadet Training Unit
3rd Sqd	Key Map Practical	9:00	11:00	2:00	Cadet Training Unit
All	Canine Encounters (TCOLE 4065)	12:00	16:00	4:00	Ofcs. M. Barnette/S. Red/T. Zachau
3rd Sqd	Field Problems: Phase 4	16:30	20:30	4:00	Patrol Tactics Unit
Wednesday, July 1, 2020					
1st/3rd/4th Sq	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
1st/4th Sqd	Defensive Tactics 15: Box Drills	7:00	11:00	4:00	Defensive Tactics Unit
3rd Sqd	High Stress Scenarios	7:00	11:00	4:00	Patrol Tactics Unit
2nd Sqd	Key Map Classroom Instruction	8:00	9:00	1:00	Cadet Training Unit
2nd Sqd	Key Map Practical	9:00	11:00	2:00	Cadet Training Unit
All	CIVIL SERVICE EXAM	12:00	14:00	2:00	V. Bejarano / B. Ingram
All	TCOLE L-1 Forms	14:00	14:30	0:30	Certification Unit
All	Traffic Direction Class & Video	14:30	16:00	1:30	Cadet Training Unit
2nd Sqd	Field Problems: Phase 4	16:30	20:30	4:00	Patrol Tactics Unit
Thursday, July 2, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
4th Sqd	High Stress Scenarios	7:00	11:00	4:00	Patrol Tactics Unit
2nd/3rd Sqd	Defensive Tactics 15: Box Drills	7:00	11:00	4:00	Defensive Tactics Unit
1st Sqd	Key Map Classroom Instruction	8:00	9:00	1:00	Cadet Training Unit
1st Sqd	Key Map Practical	9:00	11:00	2:00	Cadet Training Unit
All	Communication: Deaf & Hard of Hearing	12:00	16:00	4:00	Officer J. Sobota

Schedule for Class 245

1st Sqd	Field Problems: Phase 4	16:30	20:30	4:00	Patrol Tactics Unit
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Friday, July 3, 2020

All CITY HOLIDAY: 4TH OF JULY OBSERVED

Schedule for Class 245

Week: 24

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, July 6, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Field Problems: Phase 4 - ORW (Rm 426)	7:00	11:00	4:00	Cadet Training Unit
All	Field Problems: Phase 4 - ORW (Rm 426)	12:00	14:00	2:00	Cadet Training Unit
All	E-Machine Municipal Ordinances	14:00	16:00	2:00	Lt. C. Wilk
Tuesday, July 7, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	National Traffic Incident Management Responder	7:00	11:00	4:00	Sgt. E. Fendia
All	Municipal Ordinance Training	12:00	14:00	2:00	M. Cropper/J. Gooch/G. Kersten
3rd/4th Sqd	Field Problems: Phase 5	14:00	18:00	4:00	Patrol Tactics Unit
1st/2nd Sqd	Traffic Direction / Mock Trials	14:00	18:00	4:00	CTU & John Jordan
3rd/4th Sqd	Field Problems: Phase 5	18:00	22:00	4:00	Patrol Tactics Unit
1st/2nd Sqd	Traffic Direction / Mock Trials	18:00	22:00	4:00	CTU & John Jordan
Wednesday, July 8, 2020					
All	Physical Fitness Training	6:00	7:00	1:00	Defensive Tactics Unit
All	Physical Agility Test: FINAL	7:00	11:00	4:00	Defensive Tactics Unit
All	Air Support	12:00	14:00	2:00	Officer C. Robinson
3rd/4th Sqd	Traffic Direction / Mock Trials	14:00	18:00	4:00	CTU & John Jordan
1st/2nd Sqd	Field Problems: Phase 5	14:00	18:00	4:00	Patrol Tactics Unit
3rd/4th Sqd	Traffic Direction / Mock Trials	18:00	22:00	4:00	CTU & John Jordan
1st/2nd Sqd	Field Problems: Phase 5	18:00	22:00	4:00	Patrol Tactics Unit
Thursday, July 9, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Hazardous Materials Awareness	7:00	11:00	4:00	Lt. C. Wilk
All	FEMA (ICS 100.c & 700.b) & WMD (AWR160) Tests (Rm 426)	12:00	16:00	4:00	Officer M. Longobardi
Friday, July 10, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Narcotics Lab	7:00	11:00	4:00	James Miller
All	Narcotics Lab	12:00	14:00	2:00	James Miller
All	Primary 9 Test	14:00	16:00	2:00	Officer A. August

Schedule for Class 245

Week: 25

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, July 13, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
1st Sqd	REDMAN	7:00	11:00	4:00	Defensive Tactics Unit
3rd/4th Sqd	TLETS / CJIS Tests (Rm 426)	7:00	11:00	4:00	Camie Bozeman / Kathryn Batiste
All	Law Enforcement Response Actions (LERA)	12:00	16:00	4:00	Ofcs. Cardoza/Zozobrado/Mayorga-Guer
2nd Sqd	Field Problems: Phase 6	16:30	20:30	4:00	Patrol Tactics Unit
Tuesday, July 14, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
1st/2nd Sqd	TLETS / CJIS Tests (Rm 426)	7:00	11:00	4:00	Camie Bozeman / Kathryn Batiste
3rd Sqd	REDMAN	7:00	11:00	4:00	Defensive Tactics Unit
All	End of Course Review (Survey Monkey)	12:00	14:00	2:00	Cadet Training Unit
All	Auto Dealers	14:00	16:00	2:00	Sgt. T. Griffin
4th Sqd	Field Problems: Phase 6	16:30	20:30	4:00	Patrol Tactics Unit
Wednesday, July 15, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
2nd Sqd	REDMAN	7:00	11:00	4:00	Defensive Tactics Unit
3rd/4th Sqd	Mobile Com	7:00	11:00	4:00	Cadet Training Unit
All	Field Training Station Assignments	12:00	13:00	1:00	Field Training Unit
All	Off Duty Behavior	13:00	14:00	1:00	Cadet Training Sergeant
All	100 Club Presentation	14:00	14:30	0:30	William Skeen
All	Patrol Orientation to SWAT	14:30	15:30	1:00	Officer G. Heath
All	TMS Videos / Email Catch Up	15:30	16:00	0:30	Cadet Training Unit
1st Sqd	Field Problems: Phase 6	16:30	20:30	4:00	Patrol Tactics Unit
Thursday, July 16, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
4th Sqd	REDMAN	7:00	11:00	4:00	Defensive Tactics Unit
1st/2nd Sqd	Mobile Com	7:00	11:00	4:00	Cadet Training Unit
All	Pension & Burial Fund	12:00	13:00	1:00	G. Juenke / P. Franey / C. Olinger
All	Beyond Trauma: PTSD	13:00	15:00	2:00	Psychological Services
All	C. O. P. S. Presentation	15:00	16:00	1:00	Cheryl Railsback
3rd Sqd	Field Problems: Phase 6	16:30	20:30	4:00	Patrol Tactics Unit
Friday, July 17, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit

Schedule for Class 245

3rd/4th Sqd	TCOLE EXAM	7:00	11:00	4:00	Officer A. August / Certification Unit
1st/2nd Sqd	Uniform Supply Final Issue, Blue Shirt & ID Photos	7:00	11:00	4:00	N. Huey/Sgt. Miyako/B. Sanchez/T. Pal
1st/2nd Sqd	TCOLE EXAM	12:00	16:00	4:00	Officer A. August / Certification Unit
3rd/4th Sqd	Uniform Supply Final Issue, Blue Shirt & ID Photos	12:00	16:00	4:00	N. Huey/Sgt. Miyako/B. Sanchez/T. Pal

Schedule for Class 245

Week: 26

<i>Group</i>	<i>Title</i>	<i>Begin Time</i>	<i>End Time</i>	<i>Instruction Hours</i>	<i>Instructors</i>
Monday, July 20, 2020					
All	SWAT Course	6:00	7:00	1:00	Defensive Tactics Unit
All	Graduation Practice and Luncheon	7:00	11:00	4:00	Cadet Training Unit
All	Field Problems: Phase 6 - ORW (Rm 426)	12:00	15:00	3:00	Cadet Training Unit
All	Worker's Comp / IOD Presentation	15:00	15:30	0:30	Joy Purcell
All	OPEN TIME	15:30	16:00	0:30	Cadet Training Unit
Tuesday, July 21, 2020					
All	Graduation Practice at Location	7:00	11:00	4:00	Cadet Training Unit
All	Graduation Practice at Location	12:00	16:00	4:00	Cadet Training Unit
Wednesday, July 22, 2020					
All	Roll Call	6:30	7:00	0:30	Cadet Training Unit
All	Lieutenant / Sergeant Evaluation	7:00	9:00	2:00	Cadet Training Unit
All	Chief Slinkard Speaks with Cadets	9:00	10:30	1:30	EAC Slinkard
All	OPEN TIME	10:30	11:00	0:30	Cadet Training Unit
All	Graduation Practice	12:00	14:00	2:00	Cadet Training Unit
All	Indoor Range Orientation	14:00	14:30	0:30	Firearms Training Unit
All	Graduation Practice	14:30	16:00	1:30	Cadet Training Unit
Thursday, July 23, 2020					
All	FINAL ROLL CALL	6:30	7:00	0:30	Cadet Training Unit
All	Graduation Practice	7:00	10:30	3:30	Cadet Training Unit
All	Oath of Office	10:30	11:00	0:30	Certification Unit
All	Head to Graduation Location	12:00	13:45	1:45	Cadet Training Unit
All	Pictures / Coins with COP at Location	13:45	14:00	0:15	Cadet Training Unit
All	Weapons Inspection	14:00	15:00	1:00	Cadet Training Unit
All	Graduation Ceremony	15:00	17:00	2:00	Cadet Training Unit
Friday, July 24, 2020					
All	Field Training Primer - in BLUE UNIFORM!	7:00	11:00	4:00	Field Training Unit
All	Field Training Primer - in BLUE UNIFORM!	12:00	16:00	4:00	Field Training Unit
Saturday, July 25, 2020					
All	Formative Evaluation 6				Cadet Training Unit

Worn **PROUDLY**



Corrective Action Manual



Chief Charles A. McClelland, Jr.

November 2014

Houston Police Department

1200 Travis

Houston, Texas 77002

Prepared for Chief Charles A. McClelland, Jr. by:

Captain James G. Jones, Administrative General Counsel

Lieutenant Bradley A. Morefield, Supervising Attorney

Lieutenant James R. Iglinsky (former DAU Section Supervisor)

Legal Services Unit Attorneys

The Core Values Discipline Committee

A note on using the 2014 version of the Corrective Action Manual:


This version of the Corrective Action Manual was drafted with the electronic end user in mind. The Table of Contents is hyperlinked to each section of the manual. Just click on the section you want and the document will take you there. The section headers within the manual are hyperlinked back to the Table of Contents. Finally, anywhere you see this hyperlink icon , click on it and the document will navigate you to the appropriate link .

TABLE OF CONTENTS

- I. INTRODUCTION
- II. THE SUPERVISORY INTERVENTION PROCESS HANDBOOK
 - a. The Supervisory Intervention Process p. 6
 - b. Expedited IAD Cases p. 7
 - c. Class II Complaints p. 7
 - d. Chapter 143 Requirements p. 8
 - e. Procedures For Utilizing Supervisory Intervention Process p. 8
 - f. Issues Eligible For Supervisory Intervention p. 9
- III. THE DISCIPLINARY INTERVENTION PROCESS
 - a. Legal Requirements p. 11
 - b. Classifying Complaints p. 12
 - c. Processing Complaints
 - i. Class I Complaints – Internal Affairs Division Investigation p. 16
 - 1. Investigation Time Line and Completion of an Investigation p. 16
 - 2. Sustained Allegations –Employees from Different Div / Cmds p. 17
 - 3. Final Allegation Recommendation p. 17
 - 4. Discharge of Firearms p. 18
 - 5. Sustained Violations of Department Policy / Law p. 19
 - a. Shift Manager’s Responsibility p. 19
 - b. Management Responsibility p. 20
 - c. Step Five Meeting p. 20
 - d. Command Concurrence p. 22
 - e. Independent Police Oversight Board (IPOB) p. 22
 - f. Administrative Disciplinary Committee Review (ADC) p. 23
 - ii. Class II Complaints
 - 1. First Level Supervisor’s Responsibility p. 23
 - 2. Shift Manager’s Responsibility p. 23

3. Division Manager's Responsibility p. 24
4. Thoroughness of Investigation p. 25

IV. USING THE DISCIPLINE WORKSHEETS

- a. Steps 1 through 4- Disciplinary Category Worksheets for both ADC and DADC cases p. 26
- b. DADC Disciplinary Category Worksheet Completion
 - i. Step Four Meeting – Classified and Civilian Employees p. 31
 - ii. Assistant Chief Review p. 32
 - iii. Divisional Administrative Disciplinary Committee (DADC) Review p. 32
 - iv. Classified Employee Cases
 1. Step Five Meeting p. 33
 2. Step Six Meeting p. 34
 3. Captain Authorized to Execute Disciplinary Paperwork for Category A and B Violations p. 34
 4. Step Six Final Disposition p. 35
 - v. Civilian Employee Cases- Step Five Meeting p. 36
- c. Disciplinary Category Worksheet for (ADC) cases
 - i. Step Five Meeting – Classified and Civilian Employees p. 37
 - ii. Assistant Chief Review p. 38
 - iii. ADC Review p. 38
 - iv. Case and Disciplinary Disposition p. 39

V. EDUCATION AND TRAINING OPTIONS p.40

VI. DISCIPLINARY RANGE CATEGORIES

- a. Purpose of the Disciplinary Intervention Process and the Disciplinary Range Model p. 42
- b. Primary Tasks of Division Commander p. 42
- c. Descriptions of Categories p. 43
- d. Mitigating or Aggravating Circumstances p. 43
- e. Minor Infractions p. 44

- f. Multiple Infractions – Single Incident with Multiple Violations p. 44
 - g. Incident Driven Rule p. 45
 - h. Enhancement of Discipline and Reckoning Periods p. 45
 - i. Responsibility to Adhere to Investigation Timelines p. 45
 - j. Definition of Disciplinary Categories—A to E p. 46
- VII. DISCIPLINE MATRIX p. 48
- VIII. LOST PROPERTY MATRIX
- a. Lost, Stolen or Damaged City Property p. 55
 - b. Supervisory Intervention (SI) Investigations p. 56
 - c. Class II Lost Property Investigations p. 56

Appendices:

A: HPD At-Fault Crash Rating System Manual 2014 p. 57

B: Getting Ready for the Appeal p. 63

INTRODUCTION

In mid-2012, Chief Charles A. McClelland, Jr., began leading the Houston Police Department in an historical move for positive culture change in an effort to make the department not only one of the best departments in the country, but the best. Several areas of improvement across the department were identified such as Customer Service, Training, Supervision and Leadership, Civilian Workforce Initiative, and, finally, Discipline. Thus, the Organizational Culture Change Committee—Discipline began meeting in 2012 to review the department’s current disciplinary processes and to evaluate viable improvements.

One of the guiding principles of the Committee was to remove, as much as possible, the negative perception of “discipline” across the department and to move towards a “disciplined department” where individuals are self-governing and engaged supervisors encourage and exhibit professional behavior with fellow employees and citizens. Part of maintaining a disciplined organization is to give employees notice of what is expected of them. That is the purpose of the General Orders, Circulars, Standard Operating Procedures, and instructions by supervisors. In keeping with the department’s core values of Honor, Integrity, and Respect, supervisors must model the conduct they expect from their subordinates and must live to a higher standard.



This latest Corrective Action Manual establishes the principles, policies and procedures supervisors must follow when administering corrective action for employee performance deficiencies. It should be read in conjunction with all Internal Directives and the training provided by the department. All supervisors and employees will follow these principles, policies and procedures when addressing employee conduct which is not consistent with Houston Police Department policies.

The Supervisory Intervention Process Handbook

THE SUPERVISORY INTERVENTION PROCESS

The purpose of the Supervisory Intervention (SI) process is to correct improper behavior through training, education, or counseling. By implementing the SI process we acknowledge that all corrective action need not be punitive. There is a difference between formal disciplinary measures, such as written reprimands or suspensions, which are punitive forms of corrective action, and the non-punitive corrective actions of the Supervisory Intervention process. Training, education, and counseling are not discipline. Employees should also refer to the current Meet and Confer Agreement for a description of the SI process.

The SI process provides supervisors with the authority and flexibility to resolve relatively minor infractions of administrative rules and procedures outside of the disciplinary process. Supervisory Interventions are not discipline; therefore, the usual requirements of the disciplinary process are not utilized when a supervisor elects to resolve an issue using the SI process. **However, an SI Issue # must be generated utilizing the VIT system, and this tracking number will be written on the SI form.**

For example, when a supervisor elects to resolve an issue using the SI process, a 48-hour notice is not required. In addition, although the occurrence and nature of the Supervisory Intervention must be documented, no statement, affidavit, or sworn complaint is required.

In accordance with the guidelines set out in the current Meet and Confer Agreement, *an officer's immediate supervisor or a supervisor discovering an infraction shall determine whether to proceed through the formal complaint process as a Class I or II complaint or as a Supervisory Intervention.* If possible, a supervisor discovering a possible infraction, who is not in the officer's chain of command, will consult with that officer's immediate supervisor, or another supervisor in that chain of command, before initiating a Class II complaint. In making this determination, the immediate supervisor should consult with the shift commander prior to proceeding beyond the initial supervisory inquiry. Some examples of infractions that may be handled as Supervisory Interventions include, but are not limited to the infractions listed in the Discipline Matrix section of this manual.

The employee subject to the intervention may prefer to resolve the issue through the disciplinary process. When an employee refuses to accept the SI, the supervisor considering the intervention must then refer the issue to the Central Intake Office. Finally, shift managers and division managers are responsible for ensuring the SI process is not used to resolve issues that should be investigated through the disciplinary intervention process. **Under no circumstances shall Supervisory Interventions be utilized to resolve Class I complaints that contain sustained cites for serious violations of policy.**

SUPERVISORY INTERVENTION AND EXPEDITED IAD CASES 

The SI process should be distinguished from the Class II Expedited IAD case process. Although both may be used to address alleged infractions that are less severe, they are different in their purpose and effect. A Supervisory Intervention (SI) is used when non-punitive corrective action, rather than disciplinary corrective action, is required.

A Class II Expedited investigation may be used when discipline or an Education Based Options Plan is the most appropriate response to the employee's performance deficiency. A Class II Expedited investigation may also be used when the SI process failed to correct similar misconduct in the past. Another difference between a Class II Expedited investigation and a SI is that the SI documentation is kept at the employee's division. In contrast, records relating to a Class II Expedited investigation are treated in the same manner as any other internal affairs investigation.

Supervisors must consider departmental policy and the guiding principles of this manual when deciding whether to use the SI process or refer the issue to the Central Intake Office as a Class II Expedited investigation.

SUPERVISORY INTERVENTION AND CLASS II COMPLAINTS 

The SI process is intended to correct or modify misconduct through positive encouragement, counseling, training, or education. When used properly, the SI process should result in the elimination of behavior that inhibits an employee's optimal performance. As such, the SI process is not only a vital component in the performance evaluation of employees, but also a significant factor in determining how to address future performance deficiencies.

While the SI process is uniquely suited to address relatively minor administrative and procedural infractions, repetition of even minor infractions indicates that disciplinary action may be required. Therefore, the excessive repetition of an infraction should be referred to the Central Intake Office. Similarly, supervisors should consider aggravating factors and the totality of the circumstances when deciding whether isolated or nonrecurring infractions should be handled as Class II investigations instead of as Supervisory Interventions.

To ensure accurate and reliable information is available, documentation of an SI shall be maintained in an employee's division file. The use of the SI for performance evaluation purposes is limited to the evaluation period in which the infraction occurred.

SUPERVISORY INTERVENTION AND CHAPTER 143 REQUIREMENTS

When using Supervisory Intervention to discuss a possible infraction with an employee, a 48-hour notice is not required, nor shall supervisors agree to provide an employee with such notice. *A supervisor has a right, duty, and responsibility at the time of the incident to inquire as to the facts of a circumstance or situation in order to make management, operational, administrative, or organizational decisions.*

In addition, and because of its non-punitive nature, a Supervisory Intervention is not grievable and its resolution cannot be appealed to the Civil Service Commission or an independent third party hearing examiner.

Any supervisor who initiates a Supervisory Intervention shall be held accountable for adhering to the following standards:

- Once a supervisor initiates an issue using Supervisory Intervention, the issue cannot later be referred to the Central Intake Office for resolution as a Class I or Class II complaint.
- During the inquiry, if the supervisor learns of an additional infraction, the supervisor may elect to address this second infraction, if eligible, as a Supervisory Intervention. If the infraction is not eligible for resolution as a Supervisory Intervention, the entire issue shall be referred to the Central Intake Office. Any statements made relating to the additional infraction may be used in any later proceeding or process.
- If the inquiring supervisor is the complainant in the Class I or Class II complaint, that supervisor shall not investigate the alleged violation, nor participate in any disciplinary range category recommendation against the employee.
- Failure to follow traditional Chapter 143 investigative or interrogative procedures during the Supervisory Intervention process does not impede or limit the department's ability to later investigate the issue as a Class I or Class II complaint.

Neither Chapter 143 nor this document limits the authority of the Chief of Police to reduce recommended discipline to a Supervisory Intervention.

PROCEDURES FOR UTILIZING SUPERVISORY INTERVENTION PROCESS

Supervisors should adhere to the below listed standards when resolving an issue using the SI process:

- Identify the infraction as an SI eligible issue and determine the underlying facts and/or details.
- Analyze the facts and evidence to determine whether the infraction occurred.
- Review history of employee to ensure the SI process is appropriate.
- In making this determination, the immediate supervisor should consult with the shift commander prior to proceeding beyond the initial supervisory inquiry.

- Inform the employee of the alleged infraction and ascertain the employee's position on the matter and whether the employee desires to resolve the issue as a Supervisory Intervention.
- **Generate an SI Control # utilizing the VIT System and write the SI Control # on the SI form.**
- Describe and discuss the performance deficiency with the employee and attempt to ascertain the employee's understanding of what constitutes a proper response to the situation.
- If the employee acknowledges the infraction occurred and accepts responsibility for the infraction, the supervisor should recommend a proposed resolution to the issue and a time frame for its completion.
- If the employee does not acknowledge that the infraction occurred or denies responsibility for his/her role in the matter, the supervisor should advise the employee of the appropriate action to be taken if the infraction had occurred as alleged.
- The Supervisory Intervention concludes when the employee and the supervisor acknowledge that all requirements necessary to correct the performance deficiency have been met and documentation is completed.
- If during the course of the inquiry process, information surfaces indicating the original infraction should not be handled as an SI, the SI process shall cease immediately and the issue should be referred to the CIO for proper classification.
- To ensure consistency, accountability, and to safeguard the integrity of the Supervisory Intervention process, assistant chiefs of each command shall conduct a semi-annual audit of divisional SI records.
- Documentation of the Supervisory Intervention shall be retained exclusively in the employee's division file.

ISSUES ELIGIBLE FOR SUPERVISORY INTERVENTION

An employee's immediate supervisor or a supervisor discovering an infraction, in consultation with the employee's chain, shall determine whether to resolve the issue utilizing the Disciplinary Intervention process or the Supervisory Intervention process. Supervisors should take into account an employee's job history, the circumstances of the present issue, and any aggravating or mitigating factors that may warrant handling the infraction(s) through the Disciplinary Intervention process. Additionally, supervisors must exercise appropriate judgment in making this determination. No supervisor is authorized to utilize a Supervisory Intervention to resolve an infraction that may constitute a Class I complaint.

An election to resolve an issue using the Supervisory Intervention process includes, but is not limited to, the infractions listed below.

- Improper or incomplete uniform
- Failure to keep proper personal appearance including hair length, jewelry, etc.
- Incomplete work or assignment (excluding failure to complete offense report)
- Failure to wear or improper use of safety equipment (other than seatbelts)

- Failure or negligence in the care or handling of city provided property or equipment in an employee's care, custody, and control that results in the damage, loss or theft of such (issued) property and the value is less than \$200. (restitution may be required as per GO#400-18)¹
- Failure to return city property when due
- Untimely submission of extra employment application
- Improper or untimely response to call
- Violation of beat integrity
- Tardiness at the beginning of duty or returning to service
- Failure to control or improper control of prisoner
- Improper demeanor while testifying
- Improper, incorrect, or untimely inventory of any property valued at less than \$100 (does not apply to money, narcotics, weapons, or evidence)
- Improper completion of property disposition forms
- Discourteous to citizens²
- Refusal to identify self upon request by giving name or badge number including removal, obscuring or failure to wear name badge
- Improper use, abuse, or improper language when using MDT
- Disrespect for fellow officers
- Tardiness at in-service training
- Excessive breaks or unavailable for service
- Improper filing of charges via DIMS system
- Unauthorized breaks
- Unauthorized passenger(s) in city vehicle
- Failure to report current address or phone number change
- Responsibility to know procedure
- Improper or incomplete ticket/citation
- Improper parking

¹ In cases where the employee loses his city identification, badge or hat shield, primarily due to the employee's negligence, the investigation will be handled as a Class II (X or D). Divisions will follow G.O.'s 400-02 and 400-18 for guidance in determining whether the loss will utilize the SI process or as a Class II investigation. Additionally, the loss of an ID does not prevent the Police Captain from issuing an SI at the conclusion of the Class II investigative process.

² All aggravated abuses (e.g., Racial, Ethnic or Gender Slurs, Lewdness, and Profanity), whether alleged by citizens or other employees, shall be handled as Class II or Class I investigations, as applicable.

The Disciplinary Intervention Process

LEGAL REQUIREMENTS

Chapter 143 of the Texas Local Government Code and the Meet & Confer Agreement govern many aspects of the department's classified Disciplinary process. The following are pertinent areas that will require attention in all Class I and Class II complaints involving classified employees. To maintain consistency in the investigative process, 48-hour notices will be provided to civilian employees. Failure to provide the notice to civilian employees will not preclude the imposition of discipline.

Nature of the Investigation

Before any interrogation, the investigator must inform the officer in writing of the nature of the investigation and the name of each complainant. This does not preclude a supervisor from conducting a supervisory inquiry upon the discovery of a potential infraction.

While this requirement is usually met when an officer is given a copy of the notarized complaint, such a complaint does not capture misconduct not alleged. In order to meet the *nature of investigation* standard, in addition to the notarized complaint, a composite statement summarizing all allegations under investigation will be provided to the officer.

Forty-Eight Hour Notice Before Interrogations

At least 48 hours before an investigator begins to interrogate an officer, the officer will be given a 48-hour notice along with a copy(ies) of the statement/affidavit/complaint which serves as the basis for the complaint. If the statement/affidavit/complaint is not provided to the officer at the time of his/her 48-hour notice, the statement/affidavit/complaint may not serve as the basis for any discipline for the Class I or Class II violation. Prior to the interrogation, the officer shall also be provided a copy(ies) of any statements or affidavits from witnesses, officers, or supervisors of which the interrogation is based in whole or in part. Failure to provide such statements prior to interrogation will preclude the use of such statements in support of an administrative action or discipline against the officer. The subject employee may voluntarily waive the 48-hour notice.

Forty-Eight Hour Notice Before Meetings

A 48-hour notice specifying the time and location of a meeting or hearing is required if such a meeting or hearing is: 1) related to an internal investigation and the officer is required or entitled to be present, or 2) related to a grievance filed by the officer,

or 3) the officer's opportunity to respond to charges before termination of employment. The subject employee may voluntarily waive the 48-hour notice. This section does not apply to supervisory inquiries.

Precluded from Meetings / Texas Local Government Code, Chapter 143.123 (e)

If a supervisor is the complainant in the case, the ultimate decision maker regarding disciplinary action, or a person who has any personal involvement regarding the alleged misconduct, they will not attend meetings or the Step Four or Five meetings because such a complainant cannot participate in any interviews, interrogations or investigations concerning the case.

Date of Incident / Date of Discovery

Supervisors should remain keenly aware that civil service law imposes strict timelines on when discipline can be given. There are two terms that are important when considering the timelines: the date of incident and the date of discovery. The date of incident is the date that the alleged misconduct occurred. In some cases, one investigation may have multiple dates of incident and it will be important for supervisors to identify the oldest date of incident. Doing so will ensure that the investigation is completed in a timely manner so that, in a sustained case, all dates of incident can be considered for discipline. The date of discovery is the date that a supervisor of the Houston Police Department became aware of the alleged misconduct. When determining the timeline for a case, supervisors should look for the date of incident and date of discovery instead of utilizing the date on the Issue Record Form.

Generally speaking, a temporary suspension can be assessed within 180 days after the date of discovery and an indefinite suspension can be given within 180 days from the date of incident. There are exceptions to the general rules stated above and it is best to consult the Legal Services Unit with any questions. At the outset of an investigation, supervisors will not know what the final outcome of the case will be. For this reason, the date of incident, when possible, should be utilized for calculating investigative timelines.

CLASSIFYING COMPLAINTS

The department will process issues and complaints through one centralized office, the Central Intake Office (CIO). The CIO will standardize the initial screening function for issues and complaints and refer the issues to the appropriate division, unit, or section for resolution. In addition, the CIO will track and monitor all issues, including internal affairs complaints.

An employee's immediate supervisor—in consultation with the chain of command—will determine whether Class II complaints will be handled as Supervisory Interventions or Expedited Investigations in accordance with this manual. Cases that do not meet the criteria for an SI or an Expedited Investigation will be classified by the CIO. Only the captain of IAD/CIO, the assistant chief of Professional Standards Command, or the Chief of Police may change the classification of an issue once it is entered into the tracking system. Any division captain or division manager may consult with the IAD/CIO captain in order to seek modification of an issue classification.

The classifications indicated below represent the categories of complaints alleging misconduct or rules violations by department employees.

A. Excessive Force and Law Violations Investigations

Class I – Complaints that allege violations of federal or state laws or local ordinances, as well as allegations of excessive force. These complaints shall be investigated by the Internal Affairs Division.

B. Less Severe Violations Investigations

Class II(D) – Complaints that include allegations of a less serious or non-criminal nature, but which concern violations of department policy. These are usually investigated at the divisional level.

C. Expedited Investigations

Class II(X) – Expedited cases include allegations that are typically administrative in nature, (i.e., missed court, failure to qualify, etc.) and normally involve one officer. Divisional or command investigators may investigate both types of Class II administrative investigations; however, the investigators or supervisors will handle the Expedited Investigations in a significantly different manner. Investigators will use the *Expedited Investigation Form* for any allegation found in the list below and if the allegation is limited to one employee.

The employee's immediate supervisor is responsible for conducting Expedited Investigations; however, division managers shall have the discretion to require any divisional supervisor to conduct Expedited Investigations. Before delegating this task, division managers shall ensure the supervisor is trained in Chapter 143 compliance issues, which includes proper procedures for interrogations, 48-hour notices, notice of the nature of the complaint, and procedures for providing officers with copies of certain complainant or witness statements. Shift managers (lieutenants or civilian equivalents) will review, approve, and sign all expedited investigations. If an infraction does not meet the Expedited Investigation guidelines listed in this Corrective Action Manual, the case must be handled as either a Class I or Class II(D) investigation.

Expedited administrative investigations will reduce the chain of command's review time and provide for a more timely departmental response to both the target employee and complainant. The following may be handled as Class II(X), expedited investigations:

- Loss of city property, \$200 or more, or lost ID, hat shield, or badge (Lost Property Matrix may apply)
- Extra job employment (Overdue Applications, Improper Application, No Permit)
- Court Attendance
- Failure to qualify with firearm or failure to register firearm
- Work attendance
- Release of information (Excluding criminal history information)
- Failure to complete mandatory in-service training
- Unavailable for duty
- Sleeping on duty
- Left assignment
- Incomplete search of prisoners
- Improper uniform
- Failed to report address
- Improper charges/ticket
- Improper response to call
- Beat integrity
- Tardiness
- Untimely report
- Improper inventory
- Improper use of departmental computer
- Worked without an extra employment permit
- Did not attempt to qualify
- Failed to report to duty
- Absent without leave
- Abuse of sick leave
- Other: Employee does not or cannot deny the allegation and no other witness statements are required to complete the investigation

Once the investigator completes the investigation and the investigator's portion of the *Expedited Investigation Form*, the chain of command will sign the form indicating their approval and the sufficiency of the investigation. The division will then complete the appropriate *Disciplinary Category Worksheet*. Assistant Chiefs will sign the *Disciplinary Category Worksheet* indicating whether they concur with the discipline category recommendation made by the division. The investigation will then be referred to the appropriate disciplinary committee (ADC or DADC) for review. Normally, Expedited Investigations will result in a discipline recommendation of a Category B or lower, and as such, the Divisional Administrative Disciplinary Committee (DADC) will then review and/or

make recommendations regarding the Expedited Investigation. The completed Expedited Investigation will then be returned to the employee's division for a final disciplinary determination by the Captain. All investigations that include sustained violations of policy or law against a civilian employee will be forwarded to the Chief of Police for the final determination of discipline. Additionally, any discipline case involving a Lieutenant or above must be routed to the Chief of Police for disposition of final discipline.

If the DADC determines the investigation established that the employee should have been cited with at least one department violation in Category C, D, or E, then the investigation will be returned to the division for handling. In this instance, the *Discipline Category Worksheet for DADC Cases* will be maintained **(Do not replace the DADC worksheet with an ADC worksheet)**. Once received, the Captain will ensure that a Step Five meeting is scheduled with the affected employee's shift manager and immediate supervisor (unless Chapter 143 provisions preclude either.) The case will then be scheduled for review by the ADC.

PROCESSING COMPLAINTS

Class I Complaints – Internal Affairs Division Investigation

A Class I Complaint is defined in General Order 200-03 as, “Alleged violations of federal or state laws or local ordinances, or alleged use of excessive force (e.g., hitting, slapping, kicking, striking with an object, causing pain, or some other excessive force resulting in bodily injury).” All Class I complaints shall be formalized and forwarded to IAD/CIO. If there are any questions as to how a complaint is to be classified, supervisors shall contact IAD/CIO for guidance.

Unless otherwise directed by the Chief of Police, the investigation of Class I complaints shall be completed by the Internal Affairs Division only. The Captain of IAD/CIO shall have the authority and discretion to refer the criminal aspects of a Class I complaint to the appropriate criminal investigative division for investigation.

Investigation Time Line and Completion of an Investigation

Chapter 143 of the Texas Local Government Code and the Meet and Confer Agreement contain requirements for the timely completion of internal investigations and issuance of discipline. The purpose for the time constraints is to give employees a timely resolution of complaints brought against them. Accordingly, for temporary suspensions, the discipline must be issued within 180 days from the date of discovery of the incident underlying the complaint. Generally, for a case to be considered for Indefinite Suspension, the discipline must be issued within 180 days from the date of incident. Since IAD and the divisional level investigators do not determine discipline, the best practice is therefore, whenever possible, to complete all cases within 180 days from the date of incident to preserve the department’s discipline options. These strict timelines are the reason why the department has established firm internal timelines to be met during the 180 days.

Class I investigations must be completed in no more than 60 days unless: 1) the investigative lieutenant receives authorization from the Captain of IAD/CIO to go beyond the initial 60 days or 2) the allegation constitutes a felony or a crime of moral turpitude and an Attorney General’s Letter has been submitted. Investigative sergeants and lieutenants should be mindful that some cases will be received by IAD days, weeks, or even months after the date of incident. In those cases, a determination must be made whether to reduce the 60-day timeframe to a shorter investigative period in order to comply with the 180-day rules.

Upon completion of the investigation, the assigned IAD lieutenant will prepare a synopsis of the case. The case, including facts, evidence, and recommendations will then be reviewed by the captain of the Internal Affairs Division. The lieutenant’s synopsis and captain’s review shall be completed within twenty-one (21) days. The subsequent Professional Standards Command (PSC) review shall be completed within fourteen (14) days. Upon review by the PSC the IAD case will be forwarded to the appropriate division for completion of the Disciplinary Category Worksheet for ADC/CRB cases. [All Class I investigations (and all Category C or above

disciplinary recommendations regardless of Class I or II) shall use the Disciplinary Category Worksheet for ADC/CRB Cases.] The affected employee’s division shall have 14 days to complete the Step Four & Step Five (*no Step Four/Five meeting if Category ‘E’*) and then the investigation will be sent to the appropriate Assistant Chief for review. The Assistant Chief will have 7 days to review the investigation and then forward the completed investigation to the Legal Services – Disciplinary Action Unit (DAU). Any of the foregoing timelines may be adjusted depending on whether any of the deadlines get extended. For instance, if the investigation takes more than 60 days, those additional days must be taken from other timelines. The 180 day timeline means calendar days and thus includes weekends and holidays.

Time Line for Investigations:

1. Investigation:	60 Days	} 64 Days Remaining in the 180 day deadline.
2. Synopsis / Captain’s Review:	21 Days	
3. PSC Command Review:	14 Days	
4. STEP IV & STEP V:	14 Days	
5. Assistant Chief Review:	7 Days	
Total: 116 Days		

After the case is reviewed by the Assistant Chief the investigation shall be sent to the Legal Services—Disciplinary Action Unit (DAU) located on the 7th Floor – 1200 Travis. For Class I sustained investigations or those Class II investigations which have a sustained Category ‘C’ or higher allegation, the DAU will set the case to be reviewed by the Administrative Disciplinary Committee (ADC). All Class II investigations which have sustained allegations with a recommended range of discipline less than a Category ‘C’ are also sent to the DAU for review by the Divisional Administrative Disciplinary Committee. Because some cases will be returned to the division or IAD for additional investigation, adherence to the timelines is of utmost importance.

Sustained Allegations – Discipline Worksheets for Employees from Different Divisions/Commands

When a Class I investigation contains sustained allegations of misconduct on employees from different divisions and/or Commands, the Professional Standards Command (PSC) will maintain the original case folder and will only send out the following copies to each affected Command Office for the completion of the Discipline Worksheet: the Investigative Summary and the Investigative Report. These worksheets will be returned to PSC by the appropriate due date as assigned by the PSC. All movement of a Class I investigation will be tracked in the department’s case tracking database and will also be reflected on the IAD Case Tracking Log (pink document).

Final Allegation Recommendation

The final recommendation will indicate whether the allegations are NEVER FORMALIZED, SUSTAINED, NOT SUSTAINED, EXONERATED or UNFOUNDED.

Never Formalized. Complainant did not submit a formal sworn statement.

Sustained. Evidence is sufficient to prove the allegation. Any sustained allegation, regardless of its classification, may form the basis for disciplinary action.

Not Sustained. The evidence was insufficient to either prove or disprove the allegation.

Exonerated. Incident occurred, but was lawful and proper.

Unfounded. Allegation is false or not factual.

Discharge of Firearms

If the investigation involves the discharge of firearms, the discharge will be classified in the following manner:

INTENTIONAL:

JUSTIFIED

The discharge falls within the laws of the State of Texas and the policy and training of the Houston Police Department.

NOT JUSTIFIED

The discharge does not fall within the policy and training of the Houston Police Department and is a violation of state law.

NOT PERMITTED BY POLICY

The discharge falls within the laws of the State of Texas but is a violation of the policy or training of the Houston Police Department.

ACCIDENTAL:

EXCUSED

The existence of intervening variables beyond the officer's control which substantially contributed to the discharge.

UNEXCUSED

The absence of intervening variables which leaves the responsibility for the discharge directly upon the officer.

NOT SUSTAINED:

Insufficient evidence exists to justify or not justify the discharge of firearms.

If the IAD lieutenant classifies the outcome of the discharge of firearms investigation as NOT JUSTIFIED, NOT PERMITTED BY POLICY, or UNEXCUSED, the lieutenant will cite the specific law and/or Houston Police Department policy or training violated.

Sustained Violations of Department Policy / Law

Any Class I case where violations of department policy and/or the law are determined to be SUSTAINED, the completed investigation will be forwarded to the affected division for the completion of a *Disciplinary Category Worksheet for ADC/CRB Cases*. Division managers who disagree with the findings and conclusions of IAD should discuss their opinions on the issues with the IAD Captain and their Assistant Chief. Division Managers may attach a blue note to the file explaining their view or disagreement with the case findings and conclusions.

Shift Manager’s Responsibility / Class I Investigations with Sustained Allegations

All Class I investigations which have sustained allegations will use the following worksheet:

Disciplinary Category Worksheet for ADC/CRB Cases

This form is found on the HPD Intranet Portal under:
Department Forms – IAD – Disciplinary Category Worksheet for ADC/CRB cases.

The affected employee’s shift manager (lieutenant or civilian equivalent) will complete a written discipline category recommendation by completing the *Discipline Category Worksheet for ADC/CRB Cases*. This worksheet will be completed even if the sustained violation is not of a Class I nature, but was found as conduct not alleged during the investigation (e.g., expired extra employment permit.)

See **Using the Discipline Worksheets** in this manual for an in-depth explanation of how to complete the *Discipline Category Worksheets*.

Prior to the Step 4 meeting, the shift manager shall discuss with the employee’s first line supervisor whether education and/or training options are appropriate to address the conduct in question. The shift manager shall communicate these recommendations, if any, to the division manager and shall complete the *Education and Training Options Form* prior to the Step 4 meeting. Any proposed education and/or training options are not meant to replace recommended discipline. If the shift manager determines that education and/or training are

not appropriate to address the conduct in question, the reasons for such determination shall be communicated to the division manager and documented on the *Education and Training Options Form*.

After completion of Steps 1 through 4 on the worksheet, the employee's shift manager will schedule and coordinate a **Step Five meeting** with the concerned employee and his or her immediate supervisor (unless either is precluded by Chapter 143 prohibitions). The purpose of this meeting is to allow the employee the opportunity to review and discuss the findings of the investigation as detailed in the synopsis.

The employee's shift manager will ensure that copies of the synopsis are not released. *A 48-hour notice is required prior to this meeting and the employee must attend the meeting. An employee may waive the 48-hour notice and, in such cases, the meeting can occur at any time.* The Step Four and Five meetings will not be held with the employee in any case where a Category E discipline has been recommended. After review of the synopsis (**THIS DOES NOT INCLUDE** the entire case file), the employee will have an opportunity to write an attachment to the original letter that was submitted during the course of the investigation.

Management Responsibility / Class I Investigations with Sustained Allegations

This disciplinary process invites participation by all levels of management, and it does so in an effort to involve each level in the modification of behavior; however, confusion may result if each level of management discussed their individual recommendations for the disciplinary range category with the employee. This disciplinary range model calls for the first level supervisor, the employee's shift manager, and the division manager to come to a mutual agreement on the appropriate disciplinary range category. The mutual agreement should be done prior to any manager/supervisor speaking directly to the affected employee about the disciplinary range category recommendation.

Individual recommendations for the disciplinary range category shall not be discussed with the affected employee. Division managers should also discuss their recommendation with the assistant chief of their command. This will ensure that all levels of management in the employee's chain of command are involved in the process of recommending the appropriate category. The division manager, along with the employee's shift manager, will set the "Final Category Recommendation" for Page 2 of the worksheet after attempting to reach an agreement with the employee.

Step Five Meeting / Class I Investigations with Sustained Allegations

Note: The Step Four and Step Five meetings are combined for Class I Complaints. *Important: A 48-hour notice is required prior to this meeting and the employee must attend the meeting. An employee may waive the 48-hour notice and, in such cases, the meeting can occur at any time.* The 48-hour notice will state if the meetings are being combined.

The final step in the investigative process on sustained complaints is the Step Five meeting. Unless precluded by Chapter 143 prohibitions, the attendees will include the division manager, the employee's shift manager, the employee's immediate supervisor, the employee, and the employee's legal representative (if the employee desires). One purpose of this meeting is to reach an agreement on the disciplinary range category for the infraction. If the division manager believes the case is not a discipline case, he will write "non-discipline" instead of a discipline category recommendation on the *Discipline Category Worksheet for ADC/CRB Cases*.

The employee should be advised, however, that any agreement reached in the Step Five meeting is not binding on the Chief of Police, and will serve only as a *recommendation* to be considered by the Chief.

See [Using the Discipline Worksheets](#) in this manual for an in-depth explanation of how to complete the *Discipline Category Worksheets*.

Another purpose of the meeting is to discuss education and training options with the employee, if appropriate. Education and Training Options should not be recommended for Category 'E' cases since the Chief of Police will be the final decision maker in the case. See [Education and Training Options](#) for a complete description.

In cases where the Chief of Police is the final decision maker, the Chief or the division manager may mandate education and/or training. The division manager shall ensure that the employee attends and completes the requisite education and/or training. Any such education or training shall be completed on-duty.

If the division manager concludes that the infraction falls within Category "E," the Step Four and Step Five meetings will **NOT** be held with the employee. Instead, the Division Manager will write, "*E-Meeting not held*," in the Step Five – Final Category Recommendation blank. The Shift Manager and Division Manager will sign, date, and check the appropriate box indicating their own decision as to whether they agree or disagree with this Final Category Recommendation of discipline.

*The employee's shift or division manager may recommend continuation of any investigation where an employee can present relevant facts or actual evidence that were not discovered during the initial investigation. Any additional facts or evidence submitted by the employee during the preliminary meeting which merit further investigation shall be returned, along with the IAD case, to the Internal Affairs Division for further investigation. **Shift managers and division managers must remain cognizant of statutory and departmental timelines. In some circumstances the case should not be returned for further investigation due to the timelines on the case. If there is a timeliness issue, the decision of whether to return the case should be made in consultation with the Internal Affairs Division.***


Command Concurrence / Class I Investigations with Sustained Allegations 

After the Step Five meeting and review is completed, the division will forward the case to their respective assistant chief. The assistant chief will review the case for completeness and suitability of the disciplinary range category recommendation. The assistant chief must complete this review and forward the case to the Disciplinary Action Unit (DAU) within seven (7) days. If the assistant chief disagrees with the discipline category recommendation, he/she will check the "NO" box on the Discipline Category Worksheet and will attach correspondence supporting their position to the case file. The assistant chief will review the proposed Education and Training Options, if any, and make a recommendation. If the assistant chief disagrees with the proposed options, he/she will check the "NO" box on the Education and Training Option Worksheet and will attach correspondence indicating their recommendation for options.

Independent Police Oversight Board (IPOB) 

On May 15, 2011, by enactment of the Mayor's Executive Order 1-5, the *Independent Police Oversight Board* was created. IPOB is made up of appointed residents of the City of Houston who may review internal police investigations of possible misconduct by employees of the Houston Police Department that involve allegations of excessive force, discharge of firearms, serious bodily injury or death, and all other Class I internal investigations, as well as Class II investigations involving mistreatment of citizens; and any other investigation requested and approved for review by the Chief of Police. IPOB is also charged with reviewing and making recommendations on recruitment, training and evaluation of police officers and to consider community concerns regarding the Department. IPOB provides a system of increased accountability and transparency and to facilitate resident input into the internal investigative process of the Houston Police Department.

Each IPOB member and panel is empowered to review applicable internal investigations and make a written recommendation as to whether the investigative findings are accurate and complete. A panel or panel member who believes the investigation is inaccurate or incomplete, may request further investigation be conducted. The request shall be made in a manner prescribed by the department in compliance with the requirements of Executive Order 1-5. Notwithstanding the authority vested within the IPOB, the Chief of Police or designee shall retain final authority over the outcome of internal investigations.

Administrative Disciplinary Committee Review (ADC) / Class I Investigations with Sustained Allegations 

The Disciplinary Action Unit (DAU) will forward to the ADC all Class I cases for review, and all cases that result in a disciplinary category recommendation of a C, D, or E. The ADC will submit a report to the Chief of Police documenting the sufficiency of the investigation and describing recommended disciplinary action. The division manager and assistant chief of the affected employee may also meet with the ADC to discuss their discipline recommendations. Arrangements to meet with the ADC should be made through the DAU.

Class II Complaints

As a general rule, Class II investigations will be conducted by a supervisor designated by the division commander. If, however, a supervisor is *the complainant or a person who has any personal involvement regarding the alleged misconduct*, then any other supervisor within the division may be assigned to conduct the investigation. A Class II investigation may be investigated by IAD/CIO if deemed necessary by the Assistant Chief of the Professional Standards Command.

Note that the time allotted for completing the investigation is 60 days. When a Class II investigation contains sustained allegations of misconduct on employees from different divisions, the Command Office whose division conducted the investigation will maintain the original case folder and send out copies of the Investigative Summary and Investigative Report to each affected Command office for completion of the Discipline Worksheet. These worksheets will be returned by the appropriate due date set by the Command Office.

First Level Supervisor's Responsibility

The affected employee's first line supervisor will make the determination, in accordance with the procedures set forth in this manual and in consultation with the shift manager, whether to pursue suspected violations of department policy as either a Supervisory Intervention or a formal Class II investigation. If a complaint is sustained at the division level, the employee's supervisor will be present at the Step Four preliminary meeting scheduled between the employee and the employee's shift manager. If the supervisor is the complainant in the case, the supervisor will not attend this meeting or the Step Five meeting because such a complainant cannot participate in any interviews, interrogations or investigations concerning the case. **First level supervisors (if not the complainant in the case) shall discuss with their shift manager whether education and/or training options are appropriate to address the conduct in question.**

Shift Manager's Responsibility

After the investigation has been completed, the appropriate shift manager (lieutenant or civilian equivalent) will review the *Expedited Investigation Form* (Expedited Cases) or complete an Investigative Synopsis (Class II-D Cases). If the case was handled as an Expedited Investigation, the shift manager must ensure the issue investigated is appropriate for an Expedited Investigation in accordance with the standards set forth in this manual. The shift manager will then indicate by signature whether he/she agrees with the recommended outcome of the investigation and then forward the form to the division manager for review.

A shift manager designated by the division commander must prepare a written discipline recommendation on all sustained IAD investigations (including expedited cases) for employees under their supervision. The shift manager's synopsis and written discipline recommendation must be completed within fifteen (15) days.

Additionally, the shift manager will complete a written discipline recommendation on a *Discipline Category Worksheet for DADC/CRB Cases*. However, if the shift manager determines that he/she will recommend a discipline that falls in the category C, D, or E range, a *Discipline Category Worksheet for ADC/CRB Cases* will be completed.

See [Using the Discipline Worksheets](#) in this manual for an in-depth explanation of how to complete the *Discipline Category Worksheets*.

The shift manager shall discuss with the employee's first line supervisor whether education and/or training options are appropriate to address the conduct in question. The shift manager shall communicate these recommendations, if any, to the division manager and complete the *Education and Training Options Form* prior to the Step 4 meeting. The proposed education and/or training options are not meant to replace any proposed discipline. If the shift manager determines that education and/or training options are not appropriate to address the conduct in question, the reasons for such determination shall be communicated to the division manager and documented on the *Education and Training Options Form*.

The employee's shift manager will schedule and coordinate a **Step Four meeting** with the concerned employee and his or her immediate supervisor (unless either is precluded by Chapter 143 prohibitions). One purpose of this meeting is to allow the employee the opportunity to review and discuss the synopsis. Another purpose of the meeting is to discuss education and training options, if appropriate. The employee's shift manager will ensure that copies of the synopsis are not released. *A 48-hour notice is required prior to this meeting and the employee must attend the meeting. An employee may waive the 48-hour notice and, in such cases, the meeting can occur at any time.* The employee will have the opportunity to write an attachment to the original letter that was submitted at the beginning of the investigation.

Division Manager's Responsibility / Class II Complaints / Category A or B

After the initial investigation has been completed, the division manager will review it for quality, accuracy, and thoroughness. The division manager will also ensure that the sustained citations are appropriate and that they are fully supported by the evidence obtained during the investigation.

See [Using the Discipline Worksheets](#) in this manual for an in-depth explanation of how to complete the *Discipline Category Worksheets*.

After review, the division manager will sign the *Expedited Investigation Form* (Expedited Cases) or sign the Investigative Synopsis (Class II-D Cases). The investigation will then be forwarded to their assistant chief for review. If the Captain is the final decision maker in the case, then the Captain will not attend the Step Five meeting or sign the discipline recommendation under Step Five made on *Disciplinary Category Worksheet for DADC/CRB Cases* for Class II Complaints that result in Category A or B discipline recommendations for classified employees.

Unless the case is going to the Chief of Police, Captains will make the final discipline decision for classified employees by completing the Step Six box on *Disciplinary Category Worksheet for DADC/CRB Cases*. All discipline decisions for civilians must be made by the Chief of Police.

The division manager shall discuss with the shift manager the shift manager's recommendations for further education and/or training options or the reasons for determining that there will be no recommendation. If the division manager is the final decision maker in the case, the division manager shall determine whether the employee should attend education and/or training. The division manager shall ensure that the employee attends and completes the requisite education and/or training. Any such education or training shall be completed on-duty.

In cases where the Chief of Police is the final decision maker, the Chief or the division manager may mandate education and/or training. In all cases, it is the responsibility of the division to ensure compliance with the education and/or training mandate.

Thoroughness of Investigation

The employee's shift or division manager may recommend continuation of any investigation where an employee can present relevant facts or actual evidence that were not discovered during the initial investigation. Any additional facts or evidence submitted by the employee during the preliminary meeting which merit further investigation shall be returned, along with the IAD case, to the divisional investigator (or the Internal Affairs Division, as applicable) for further investigation. **Shift managers and division managers must remain cognizant of statutory and departmental timelines. In some circumstances the case should not be returned for further investigation due to the timelines on the case. If there is a timeliness issue, the decision of whether to return the case should be made in consultation with the Command Office or the Internal Affairs Division, as appropriate.**

Using the Discipline Worksheets

Disciplinary Category Worksheets for both ADC and DADC cases

The process of completing the Steps One-Four blanks for both ADC and DADC cases, classified and civilian employees, are identical. These processes begin to differ when conducting a Step Four meeting for DADC level cases, or combining the Step Four and Step Five meetings for ADC level cases.

Before completing a worksheet, managers should read and become familiar with the information found under Disciplinary Range Categories.

Steps One – Four

**DISCIPLINARY CATEGORY WORKSHEET
for ADC/CRB CASES**

ISSUE # _____

EMPLOYEE LAST NAME _____ FIRST _____ MI _____ EMPLOYEE # _____

STEP ONE		STEP TWO		STEP FOUR
CITATION	CATEGORY	SAME, SIMILAR, or COMBINATION of SUSTAINED CASES	ADJUSTED CATEGORY	RECOMMENDED CATEGORY
* When utilizing the ADC/CRB worksheet Step Four and Step Five meetings are combined.				FINAL CATEGORY*

STEP THREE

MITIGATING AND/OR AGGRAVATING FACTORS: _____

**DISCIPLINARY CATEGORY WORKSHEET
for DADC/CRB CASES**

ISSUE # _____

EMPLOYEE LAST NAME _____ FIRST _____ MI _____ EMPLOYEE # _____

STEP ONE		STEP TWO		STEP FOUR
CITATION	CATEGORY	SAME, SIMILAR, or COMBINATION of SUSTAINED CASES	ADJUSTED CATEGORY	RECOMMENDED CATEGORY
*Step Four Meeting signatures indicate that employee has been informed of this preliminary discipline recommendation				FINAL CATEGORY
Shift Manager's Signature _____		Employee's Signature _____		

STEP THREE

MITIGATING AND/OR AGGRAVATING FACTORS: _____

Step One

STEP ONE		STEP TWO		STEP FOUR
CITATION	CATEGORY	SAME, SIMILAR, or COMBINATION of SUSTAINED CASES	ADJUSTED CATEGORY	RECOMMENDED CATEGORY
* When utilizing the ADC/CRB worksheet Step Four and Step Five meetings are combined.				FINAL CATEGORY*

The Step One portion of the worksheet should contain a disciplinary recommendation for each cite sustained in the Investigative Synopsis or Expedited Investigation form. Each citation in the Step One box should list the referenced General Order and the violation type, e.g., “G.O. 200-08, Sec. 5 Attn. to Duty.” Using the [Discipline Matrix](#), and the shift commander’s own experience, the shift commander determines the appropriate category for each violation cited without regard to any cumulative or compound effect. The shift commander then enters the category letter in the space provided beside the cited violation. This indicates that consideration was given to each violation. Recommendations for non-disciplinary counseling (SI’s) should not be listed in the Step One box.

Step Two

STEP ONE		STEP TWO		STEP FOUR
CITATION	CATEGORY	SAME, SIMILAR, or COMBINATION of SUSTAINED CASES	ADJUSTED CATEGORY	RECOMMENDED CATEGORY
* When utilizing the ADC/CRB worksheet Step Four and Step Five meetings are combined.				FINAL CATEGORY*

In this step, consideration is given to the employee’s disciplinary history. Under the policy of progressive discipline, past sustained violations enhance the disciplinary range category for the infraction presently being considered. Outlined below is the enhancement procedure for the categorization of current violations using past violations. *The reckoning period begins on the day the department served the employee with discipline for the previous misconduct.* Typically, the Step Two section will be left blank.

This section may be used in two different ways:

1. “Same or Similar”- The employee has sustained complaints within the reckoning period, which are “same or similar” to the infraction being considered. If so, enhancement is required. The phrase “same or similar” should not be construed to mean that the incidents being considered must be identical. There must simply be a close connection or likeness between the two incidents. Such a connection should lead a reasonable person to conclude that if a person had been cited for one act, the person reasonably should have known not to commit the act currently under scrutiny.

List any prior internal affairs cases that resulted in discipline that were same or similar, and are still within the reckoning period. For example, nine months ago Officer X was issued a Category B, 1-day suspension, for failing to upload an offense report for a few days after he received the call. Now, Officer X has again failed to upload a report before the end of his shift. In the Step Two blank, next to the Step One No Report citation, category B, an entry should be made indicating the prior case (IRF #11111-2013, DOD: 1/25/13, Cat B. Because Officer X had a same or similar incident within the one-year reckoning period for category A and B violations, the adjusted category should raise the step one disciplinary recommendation by one category, in this example to a category "C."

It is important to note that the discipline recommended in the Step One box is only raised by one category, not to a category higher than the previous discipline. If the Step One disciplinary recommendation is a category B, and the prior discipline was a category C, the adjusted category will be a C, one category higher than the B recommended.

2. "Combination of Sustained Cases"- The employee committed, within the reckoning period, sustained misconduct violations that are not necessarily same or similar. These past-sustained violations must have been in a disciplinary category either equal to or higher than the severity of the violation currently being considered. The presence of two such prior sustained violations will require enhancement of the current violation.

In a scenario where there have been two prior disciplines within the reckoning period, the present case would therefore represent the third occurrence of misconduct within the prior disciplines reckoning period. If an employee has had two prior cases for any misconduct which resulted in disciplines equaling or greater than the current Step One disciplinary recommendation, then each should be listed and this third occurrence of misconduct should be raised to the next higher disciplinary category.

For example, Officer X failed to upload an offense report by the end of his shift resulting in a Step One recommendation of a category B. Officer X has had two prior disciplines issued for various cites which included a category C, 5 day suspension, and a category B, 2 day suspension for failing to wear a seat belt. Ensuring that these two prior disciplines are within their reckoning periods, five years for the category C and 1 year for the category B, the current No Report category B recommendation should have an adjusted category to a "C." The prior disciplines do not have to be same or similar to the current misconduct.

Step Three 

STEP THREE
MITIGATING AND/OR AGGRAVATING FACTORS*: <div style="background-color: #cccccc; width: 50px; height: 15px; margin-bottom: 5px;"></div> <hr/> <hr/> <hr/> <hr/>

Before completing a worksheet, managers should read and become familiar with the information found under Disciplinary Range Categories .

In Step Three of the disciplinary range worksheet, the supervisor should consider any mitigating or aggravating circumstances which may relate to one more citations listed. Generally speaking, mitigating and aggravating circumstances serve to justify setting a discipline recommendation within the category established by the discipline matrix. However, there may be isolated cases where the mitigating and aggravating circumstances are of such magnitude that the supervisor feels compelled to support a recommendation for a higher or lower *category* as an exception to the usual disciplinary range categorization. Note that, ordinarily, mitigating or aggravating circumstances generally serve only to move the discipline recommendations **within** the established parameters of the designated category by the appropriate disciplinary committee. Movements to other categories, either higher or lower, are the exceptions. Supervisors must provide strong and specific documentation to support a recommendation outside the prescribed category range. If additional space is needed, the supervisor shall use a blank sheet of paper.

Mitigating factors may include overall disciplinary history, commendations, acknowledgment by employee of error, acceptance of responsibility, or other facts that will support the recommended category or the lowering of a recommended or adjusted category. For example, “Officer X has been employed for 24 years and has no other disciplines within the reckoning period. Officer X has 36 commendations and is a leader in calls for service for his shift. Therefore, I recommend that the Step One recommended disciplinary category be lowered to a Supervisory Intervention.”

Aggravating factors should be listed to support the raising of the discipline category recommended in Step One or the adjusted category. The aggravating factors should not include a list of the misconduct or facts from the current case. An example of an aggravating factor may read: “The combination of misconduct sustained in this case supports a higher category than the discipline recommended in Step One. Officer X was issued an SI in June 2013 for failing to accurately complete the Officer’s Daily Timesheet and a Written Reprimand in September 2013 for failing to enter RP data. Therefore, the citation for Attention to Duty in this case should be aggravated to a category B.”

Step Four

STEP ONE		STEP TWO		STEP FOUR
CITATION	CATEGORY	SAME, SIMILAR, or COMBINATION of SUSTAINED CASES	ADJUSTED CATEGORY	RECOMMENDED CATEGORY
█	█	█	█	█
█	█	█	█	█
█	█	█	█	█
█	█	█	█	█
█	█	█	█	█
█	█	█	█	█
* When utilizing the ADC/CRB worksheet Step Four and Step Five meetings are combined.				FINAL CATEGORY* █

Before completing a worksheet, managers should read and become familiar with the information found under Disciplinary Range Categories.

The supervisor should consider each individual violation listed in Step One and then consider the “Adjusted Category” listed in Step Two for that individual violation. The supervisor should then note any aggravating or mitigating factors listed in Step Three and make a specific category recommendation in Step Four. This process is repeated for each citation listed in Step One. The Step Four recommended category should contain a disciplinary category for each citation listed in the Step One. Note that Step Four recommendations may differ from the category(s) listed in Step One or Two due to aggravating/mitigating factors listed in Step Three. The Supervisor will then make a Final Category recommendation by writing a category (S.I., A, B, etc.) in the box provided. The Final category box should represent the highest category listed in the Step Four recommended category blanks. The Final Category box should never be higher than the highest discipline category listed above it.

Remaining Steps in Completing the Discipline Worksheets

Both worksheets have the same procedures for completing Step One through the Final Category. After completing the Final Category, the processes differentiate. The following sections will detail the DADC and ADC worksheet procedures.

DADC Disciplinary Category Worksheet Completion

Step Four Meeting (DADC Worksheet) – Classified and Civilian Employees

Before completing a worksheet, managers should read and become familiar with the information found under Disciplinary Range Categories.

The employee's shift manager will schedule and coordinate a **Step Four preliminary meeting** with the concerned employee and his or her immediate supervisor (unless either is precluded by Chapter 143 prohibitions). If the shift manager or immediate supervisor is the complainant or a witness to the misconduct, then neither should be part of a disciplinary meeting. Another shift manager should conduct this meeting.

The purpose of this meeting is to allow the employee the opportunity to review and discuss the synopsis or Expedited Investigation form. This meeting represents the first time that the employee is placed on notice that after investigating an allegation of misconduct the determination has been made that the actions of the employee were wrong or outside of policy and discipline is being recommended.

Prior to the Step 4 meeting, the shift manager shall complete the *Education and Training Options Form* after consultation with the division manager and the first line supervisor. During the meeting the shift manager shall discuss with the employee whether education and/or training options are being recommended in the case.

At the conclusion of the Step Four meeting, both the Shift Manager and employee will sign in the blanks provided indicating that the Step 4 meeting was held with the employee.

The employee's shift manager will ensure that copies of the synopsis or Expedited Investigation forms are not released. *A 48-hour notice is required prior to this meeting and the employee must attend the meeting. An employee may waive the 48-hour notice and, in such cases, the meeting can occur at any time.* The employee will have the opportunity to write an attachment to the original letter that was submitted at the beginning of the investigation. The employee's shift manager may recommend continuation of any investigation where an employee can present facts or evidence that were not discovered during the initial investigation. If a Class II complaint was originally investigated by the Internal Affairs Division, any other facts or evidence submitted by the employee during this meeting which merit further investigation must be returned along with the investigative package to the Internal Affairs Division for continued handling. **The shift manager and division manager must remain cognizant of statutory and departmental timelines.**

Assistant Chief Review

After the Step Four meeting the entire investigation and DADC worksheet should be forwarded to the appropriate Assistant Chief for review. The Assistant Chief should sign the appropriate blank and should check whether he/she agrees or disagrees with the division's Step Four final category disciplinary recommendation.

If the Assistant Chief disagrees with the division's discipline category recommendation, a letter or note should be completed and attached to the case indicating their reasons for disagreement and what disciplinary category they feel the discipline category should be recommended. Note: If there is a disagreement between the Assistant Chief and the division that moves the recommended discipline into a category C or higher, then DAU personnel will route the case to the Chief of Police for determination of the final disposition of the disciplinary case. In this circumstance, DAU will attach instructions concerning the completion of the Step Five meeting.

The Assistant Chief will also review the *Education and Training Options Form* and make a recommendation.

Divisional Administrative Disciplinary Committee (DADC) Review

All Class II investigations that result in sustained violations of department policy that are placed into either disciplinary Category A or B will be forwarded to DADC for review. The DADC will review the investigation to ensure that the appropriate procedures have been followed, the sustained cites are supported by the evidence, and the sustained violations of department policy have been properly categorized. After DADC review, the completed investigation will be returned to the division manager along with their disciplinary recommendations.

If DADC determines the investigation established that the employee should have been cited with at least one department violation in Category C, D, or E, then the investigation will be returned to the division for handling according to the procedures for ADC cases. In this instance, the DADC worksheet will be maintained **(Do not replace the DADC worksheet with an ADC worksheet)**.

Step Five Meeting (DADC Worksheet) – Classified Employees

STEP FIVE				
Category Meeting: Date: <input type="text"/> / <input type="text"/> / <input type="text"/> Time: <input type="text"/> Location: <input type="text"/>				
Attendees: <input type="text"/>				
Final Category Recommendation: <input type="text"/>				
Has the employee been advised of the final category recommendation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
Does the employee agree with the investigative findings? <input type="checkbox"/> Yes <input type="checkbox"/> No				
<i>I agree or disagree with the discipline category recommended above:</i>				
			<u>AGREE</u>	<u>DISAGREE</u>
_____ Employee's Signature	_____ Employee#	_____ Date	<input type="checkbox"/>	<input type="checkbox"/>
_____ Lieutenant's Signature	_____ Employee#	_____ Date	<input type="checkbox"/>	<input type="checkbox"/>
_____ Division Commander's Signature	_____ Employee#	_____ Date	<input type="checkbox"/>	<input type="checkbox"/>
<small>PROVIDE COPY OF WORKSHEET TO EMPLOYEE AFTER STEP V MEETING</small>				

Before completing a worksheet, managers should read and become familiar with the information found under **Disciplinary Range Categories**.

The final step in the divisional investigative process on sustained complaints, prior to the affected employee’s final Step Six meeting with the division manager, is the Step Five meeting. The division manager is responsible for ensuring that the employee’s Step Five meeting is scheduled; however, the Captain will not attend the Step Five meeting on cases where he/she will make the final discipline decision in Step Six. *A 48-hour notice is required prior to this meeting and the employee must attend the meeting. An employee may waive the 48-hour notice and, in such cases, the meeting can occur at any time.* Unless precluded by Chapter 143 prohibitions, the attendees of the Step Five meeting will include the shift manager, the employee’s immediate supervisor, the employee, and employee’s representative (if the employee desires). The Step Five meeting will be held after the investigation is reviewed by the DADC.

During the meeting the employee may be allowed to review the Investigative Summary (synopsis), **not the entire file**, and may receive a copy of the *Discipline Category Worksheet*. **No**

copies of the Investigative Summary (Synopsis) or case file will be given out. During this meeting the shift manager shall discuss whether education and/or training options are being recommended in the case. The employee will have one last opportunity to write an attachment to the original letter that was submitted at the beginning of the investigation. The shift manager may recommend continuation of any investigation where an employee can present facts or evidence that were not discovered during the initial investigation. If a Class II complaint was originally investigated by the Internal Affairs Division, any other facts or evidence submitted by the employee during this meeting which merit further investigation must be returned along with the investigative package to the Internal Affairs Division for continued handling. **The shift manager and division manager must remain cognizant of statutory and departmental timelines.**

After the Step Five meeting, the Captain will ensure a Step Six meeting is scheduled with the affected employee.

Step Six Meeting (DADC Worksheet) – Classified Employees

Although the employee is not required to make any statements or respond to any questions during this meeting, he/she will have an opportunity to discuss any portion of the investigation with the Captain. This hearing is the employee's last opportunity to explain his/her position before a decision is made regarding discipline. The primary purpose of this meeting is for the Captain to make a final determination on what level, if any, of discipline should be delivered to the employee in order to prevent future misconduct. *A 48-hour notice is required prior to this meeting and the employee must attend the meeting. An employee may waive the 48-hour notice and, in such cases, the meeting can occur at any time.*

If a civilian employee has sustained citations of misconduct in the same case as the classified officer, the division will not hold the Step Six. Instead, the case will be forwarded to the Disciplinary Action Unit.

Authorization to Execute Disciplinary Paperwork for Category A and B Violations

Pursuant to the 2011 Meet & Confer Agreement, the Chief of Police, at his/her sole discretion, may delegate his authority to issue final discipline in the form of written reprimands, and 1 or 2 day temporary suspensions to classified officers. Such delegation will be to the rank of no lower than a Captain of Police who is in the officer's chain of command and has reviewed the administrative investigation that is the subject of discipline. The Captain issuing final discipline will sign the Step Six as the Chief of Police Designee.

Step Six Final Disposition (DADC Worksheet) – Classified Employees

STEP SIX			
AGREE <input type="checkbox"/>	DISAGREE <input type="checkbox"/>	_____ Authorized ADC/CRB Signature (when required)	_____ Date
_____ Chief of Police or Designee**			_____ Date
			ADC/CRB DISCIPLINE RECOMMENDATION <div style="border: 1px solid black; height: 20px; width: 100%;"></div>
			FINAL DISCIPLINE: <div style="border: 1px solid black; height: 40px; width: 100%;"></div>

After considering all of the information in the investigation, along with any other mitigating and/or aggravating circumstances and job history, Captain’s will make the final decision regarding discipline for classified officers. The Captain will also make the final decision whether to require the classified employee to complete education and/or training options. The Captain has discretion when making the final disciplinary decision on investigations regarding sustained allegations no higher than Category B. At his/her sole discretion, the Captain may elect to issue a Supervisory Intervention, a written reprimand, or a one to two-day suspension. Once the Captain has made a final determination regarding discipline, he/she will sign the Step Six portion of the *Discipline Category Worksheet for DADC Cases* as the Chief of Police designee and will write in the Final Discipline box what final disciplinary action will be issued against the employee. If the Captain believes the case is not a discipline case, he/she will write “non-discipline” instead of a discipline category recommendation on the worksheet. The Captain will ensure that the entire case folder is hand carried to DAU for preparation of the corresponding discipline letter for the Captain’s signature.

If the Captain determines that education and/or training is appropriate in combination with discipline, the captain will ensure that the employee is scheduled for and attends the appropriate training.

In some cases, the Chief of Police will issue final discipline. In these instances, the case will be sent directly to the Chief of Police via the Legal Services Unit and there will be no divisional Step Six meeting with the employee. DAU will notify the division and provide instruction prior to the Step Five meeting when a case is being rerouted to the Chief of Police for the final disposition of discipline. When this occurs, the Captain will not hold the Step Six meeting and should instead attend the Step Five meeting or sign off indicating his/her agreement or disagreement with the Step Five disciplinary recommendation. If the Captain disagrees with the recommendation, a letter or note should be completed and attached to the case indicating their reasons for disagreement and what disciplinary category they feel the discipline category should be recommended.

Step Five Meeting (DADC Worksheet) – Civilian Employees 

The Chief of Police, at his/her sole discretion, may delegate his/her authority to Captains regarding issuance of final discipline in the form of written reprimands, and 1 or 2 day temporary suspensions to **classified officers only**. Accordingly, all investigations that contain sustained allegations of misconduct against a civilian employee will be forwarded to the Chief of Police for a final determination and issuance of discipline. This includes cases where both a classified officer and civilian have sustained violations against them.

For all Class II investigations, where an SI, category A or B discipline recommendation is made, a *Discipline Category Worksheet for DADC Cases* will be completed and a **Step Four preliminary meeting** will be scheduled by the employee's shift manager. The case will be forwarded to the employee's assistant chief then to the DADC for review and concurrence. The case will then be forwarded back to the division where a Step Five meeting will be held with the employee(s). *A 48-hour notice is required prior to this meeting and the employee must attend the meeting. An employee may waive the 48-hour notice and, in such cases, the meeting can occur at any time.* Additionally, and unless precluded by Chapter 143 prohibitions, the attendees will include the division manager, the employee's shift manager, the employee's immediate supervisor, the employee, and employee's representative (if the employee desires).

One purpose of this Step Five meeting is to try to reach an agreement on the disciplinary range category for the infraction. If the division manager believes the case is not a discipline case, he will write "non-discipline" instead of a discipline category recommendation on the *Discipline Category Worksheet for DADC Cases*. **The employee should be advised, however, that any agreement reached in the Step Five meeting is not binding on the Chief of Police, and will serve only as a recommendation to be considered by the Chief.**

The shift manager and division manager will sign, date, and check the box indicating whether they agree or disagree with this Final Category Recommendation of discipline. If either supervisor disagrees with this recommendation, then he/she should prepare correspondence and attach it to the worksheet.

The entire case file will then be hand delivered to the DAU. The Chief of Police will make the final determination of discipline, or the issuance of an SI, for the civilian employee, or for both the classified and civilian employee if they are both included in the investigation.

ADC Disciplinary Category Worksheet Completion

Step Five Meeting (ADC Worksheet) – Classified and Civilian Employees

STEP FIVE				
Category Meeting: Date: <input type="text"/> / <input type="text"/> / <input type="text"/> Time: <input type="text"/> Location: <input type="text"/>				
Attendees: <input type="text"/>				
Final Category Recommendation: <input type="text"/>				
Has the employee been advised of the final category recommendation? <input type="checkbox"/> Yes <input type="checkbox"/> No				
Does the employee agree with the investigative findings? <input type="checkbox"/> Yes <input type="checkbox"/> No				
<u>I agree or disagree with the discipline category recommended above:</u>				
			<u>AGREE</u>	<u>DISAGREE</u>
_____ Employee's Signature	_____ Employee#	_____ Date	<input type="checkbox"/>	<input type="checkbox"/>
_____ Lieutenant's Signature	_____ Employee#	_____ Date	<input type="checkbox"/>	<input type="checkbox"/>
_____ Division Commander's Signature	_____ Employee#	_____ Date	<input type="checkbox"/>	<input type="checkbox"/>
<small>PROVIDE COPY OF WORKSHEET TO EMPLOYEE AFTER STEP V MEETING</small>				

The final step in the divisional investigative process on sustained Class I or II complaints where the discipline category recommendation is a C or higher, or on any case that contains a sustained violation against a Civilian employee, is the Step Five meeting. A 48-hour notice is required prior to this meeting and the employee must attend the meeting. An employee may waive the 48-hour notice and, in such cases, the meeting can occur at any time. Additionally, and unless precluded by Chapter 143 prohibitions, the attendees will include the division manager, the employee’s shift manager, the employee’s immediate supervisor, the employee, and employee’s representative (if the employee desires). Note: The Step Four and Step Five meetings are combined for any Complaints where the discipline recommendation is a C or higher. The 48-hour notice will state if the meetings are being combined.

One purpose of this meeting is to try to reach an agreement on the disciplinary range category for the infraction. During this meeting the shift manager shall discuss whether education and/or training options are being recommended in the case. If the division manager believes the case is not a discipline case, he will write “non-discipline” instead of a discipline category recommendation on the *Discipline Category Worksheet for ADC Cases*. **The employee should be**

advised, however, that any agreement reached in the Step Five meeting is not binding on the Chief of Police, and will serve only as a *recommendation* to be considered by the Chief.

Note: If the division manager concludes that the infraction falls within Category “E,” this final meeting will not be held with the employee. Instead, the shift manager and division manager will write, “E – Meeting not held,” in the Step Five Final Category Recommendation blank. The shift manager and Division Manager will sign, date, and check the box indicating whether they agree or disagree with this Final Category Recommendation of discipline. If either supervisor disagrees with this recommendation, then he/she should prepare correspondence and attach it to the worksheet. Additionally, education and training options should not be addressed in the Step 3 box for Category “E” cases.

ASSISTANT CHIEF REVIEW- Command Concurrence (ADC Worksheet) – Classified and Civilian Employees

After the Step Five meeting and review is completed, the division will forward the case to their respective assistant chief. The assistant chief will review the case for completeness and suitability of the disciplinary range category recommendation as well as make a recommendation about potential education and training options, if appropriate.

The assistant chief must complete this review and forward the case to the Disciplinary Action Unit (DAU) within seven (7) days. If the assistant chief disagrees with the discipline category recommendation, he/she will check the “NO” box on the *Discipline Category Worksheet* and shall communicate to the Assistant Chief over Professional Standards Command the reasons for disagreement.

The Assistant Chief will also review the *Education and Training Options Form* and make a recommendation.

ADC REVIEW

The Administrative Disciplinary Committee (ADC) will review all cases that result in a disciplinary category recommendation of a C, D, or E. The ADC will submit a report to the Chief of Police documenting the sufficiency of the investigation and describing recommended disciplinary action. Additionally, the ADC will also review any recommendations for education and/or training options and make its own recommendation if necessary. The division manager and assistant chief may also meet with the ADC to discuss their discipline recommendations. Arrangements to meet with the ADC should be made through the DAU.

CASE AND DISCIPLINARY DISPOSITION 

After review and recommendation by the ADC, and for any case being sent to the Chief of Police, the entire case folder will be delivered to DAU where it will be assigned to a Staff Attorney for review and presentation to the Chief of Police. The Chief of Police will make the final determination of discipline, or the issuance of a non-disciplinary Supervisory Intervention for all employees, civilian and classified, included in the case.

Education and Training Options (ETO)

Policy Statement

The Discipline Committee endeavored to find ways of modifying employee behavior by implementing more positive measures and by leveraging the employee's participation in the outcome. The Committee proceeded on the stated purpose that the department's disciplinary process exists to correct behavior through positive means whenever possible. This culture change includes a shift away from merely punishing the employee and a move towards helping the employee correct their deficiency and perform to their highest potential. Meanwhile, the employees' rights under civil service law and the applicable Meet and Confer Agreement have not been disturbed.

The foundation of ETO's is the participation of the employee and first line supervisors to discuss the best education or training options that will help the employee perform at a higher level. The successful outcome of ETO's depends on the willingness of the officer to accept that the training or education exists to help make him/her a better employee. ETO's in the form of training classes, study assignments, directed assignments, and other options designated by the division may have a greater impact on the employee and allow for greater acceptance of the corrective action than the issuance of discipline absent education of how to be a better employee. While training or education may not be appropriate for every incident of misconduct, utilizing ETO's in combination with corrective action may result in lower repeated instances of misconduct and a greater acceptance of the outcome of misconduct cases. ETO's are not discipline and should not be considered punitive. ETO's shall be completed on duty.

ETO's Following Internal Investigations

The department requires that managers consider ETO's for each case although some behavior should not be addressed with ETO's. Refer to the list of classes on the department's intranet portal. If the employee's supervisors believe the case is appropriate for ETO's, the recommended options shall be documented on the *Education and Training Options Form*. If the supervisors do not believe that ETO's are appropriate or useful for the particular case, then the reasons for not recommending ETO's should be documented on the form. Some reasons that ETO's may not be appropriate for a case include egregious conduct that should not be addressed through education or training, repeated instances of misconduct when training has already taken place, or other instances where no education or training options can properly address the employee's behavior. Education and training options are not meant to replace discipline but rather should complement any corrective action being recommended.

The Education and Training Options form should be completed prior to the occurrence of the Step 4 meeting. The proposed ETO's should be reviewed with the employee during the Step 4 and Step 5 meetings in order to gain feedback from the employee. ETO's should not be listed or mentioned under the Step 3.

ETO's for Performance

Managers are reminded that, whether or not an internal affairs investigation has commenced, managers have the responsibility and prerogative to maintain an awareness of employees needing additional education or training. The department may require employees to attend on-duty training or education in areas an employee is believed to be deficient.

Choosing the Right Education or Training Option

Managers should choose the option or options that are relevant to the employee's conduct. In the context of a discipline case, the manager should consider the sustained violations of department policy and how those violations can be addressed through ETO's. There may be certain policy violations that have no correlation to training. Many violations can be matched up to at least one class that will address the behavior. However, some violations will have no correlation to training. For conduct that is observed outside the context of an internal investigation (SI's, verbal counselings, or performance issues), managers should take into account the employee's behavior and attempt to match it with the appropriate ETO. Open communication throughout the chain of command about the best ETO choices is crucial to ensuring that this process is both effective for the department and valuable for the employee.

Documenting ETO's

Some ETO's can be completed at the division level, for example, division level training or directed assignments. Documentation of division level ETO's should be included in the employee's divisional file. Many times divisions managers may want an employee to attend training or education at the Academy. In these instances, the division manager should ensure that the employee signs up for the required class via LMS, or if LMS is not available for registration, then a request in writing should be forwarded to the Academy.

The employee is responsible for signing up for any classes and completing any assignments directed to complete. The employee's division is responsible for tracking the employee's progress and ensuring completion of the ETO's.

DISCIPLINARY RANGE CATEGORIES

The Purpose of the Disciplinary Intervention Process and the Disciplinary Range Model

It is essential that public confidence be maintained in the ability of the Department to investigate and properly adjudicate complaints against its members. Additionally, the Department has the responsibility to sanction those whose conduct discredits the Department or impairs its effective operation. The rights of the employee as well as those of the public must be preserved, and any investigation arising from a complaint must be conducted impartially with the truth as its primary objective.

The utilization of discipline in promoting the department's values, expectations, and goals requires foresight and planning rather than merely reaction. It involves an evaluation of the human factor which, when combined with proper training, motivation and recognition of individual and group effort, has the goal of developing self-discipline. Corrective action is necessary to correct performance deficiencies.

Primary Tasks of Division Commander

One of the primary tasks of a division commander is the administration and recommendation of corrective action. It may involve encouragement, inspiration, training or imposition of sanctions. The immediate purpose of corrective action is to channel individual effort into effective and productive action. Users should become familiar with the techniques discussed in this section, entitled Disciplinary Range Categories, in order to maintain consistency for discipline decisions made in the Houston Police Department.

The Disciplinary Intervention Process and the Discipline Matrix provide division managers a framework for deciding appropriate Disciplinary Range Categories. It is not the intent of the Discipline Matrix to list or illustrate every possible example of misconduct. Sustained allegations of misconduct are based in policy violations collectively termed as Internal Directives. The Discipline Matrix generally provides broad categories of behavior. Those charged with making disciplinary recommendations or final decisions must analyze the misconduct and compare it with an infraction listed in the matrix. Where specific infractions are listed, users should use the Discipline Category Violation listing the infraction. When the infraction is not specifically listed, users must reasonably place it in one of the defined categories.

This manual provides guidance for managers and supervisors. **However, the recommended guidelines do not limit the discretion of the Chief of Police to take whatever disciplinary action deemed necessary to protect and preserve order in the Houston Police Department.** Repeated violations of departmental rules and regulations shall be cause for dismissal. This decision will remain the authority of the Chief of Police, regardless of the severity of the offenses, regardless of any reckoning period, and regardless of whether the cited misconduct is similar to prior misconduct.

Descriptions of Categories

The disciplinary range model classifies misconduct into five (5) categories of infractions with progressive degrees of severity:

Category A includes the lowest level of misconduct. Repetition of similar misconduct or first offenses of more serious misconduct may lead to progressively higher penalty ranges in Categories B, C, and D culminating in Category E, which includes termination of employment.



Each disciplinary category range contains a “reckoning period.” The reckoning period is the period of time that previous, same or similar, or combinations of misconduct may be considered for purposes of recommending proper discipline. **The reckoning period begins on the date the Chief of Police or Chief’s Designee signed and dated the discipline letter (date of discipline) for the previous misconduct.**


Reckoning periods for each of the categories area as follows:

- Category A / one year from the date of discipline
- Category B / one year from the date of discipline
- Category C / five years from the date of discipline
- Category D / seven years from the date of discipline
- Category E / seven years from the date of discipline

Mitigating or Aggravating Circumstances

For a how-to guide in completing Steps 1 through 4 of the worksheets, go to Steps 1 through 4- Disciplinary Category Worksheets for both ADC and DADC cases .

For a how-to guide in completing the remaining steps, see DADC Worksheet Completion  and ADC Worksheet Completion .

In **Step Three** of the disciplinary category worksheet (See Steps 1 through 4- Disciplinary Category Worksheets for both ADC and DADC cases ) , the supervisor should consider any mitigating or aggravating circumstances which may relate to individual, multiple or all sustained allegations listed. Generally speaking, mitigating and aggravating circumstances serve to justify setting a discipline recommendation within the parameters established by the category. However, there may be isolated cases where the mitigating and aggravating circumstances are of such magnitude that the supervisor feels compelled to support a recommendation for a higher or lower *category* as an exception to the usual disciplinary range categorization. Note that, ordinarily, mitigating or aggravating circumstances generally serve only to move the discipline recommendations **within** the established parameters of the designated category by the appropriate disciplinary committee. Movements to other categories, either higher or lower, are the exceptions. Supervisors must provide strong and specific documentation to support a recommendation outside the prescribed category range.

Mitigating and Aggravating Factors assist supervisors in formulating the “Final Category” under **Step Four** (See Steps 1 through 4- Disciplinary Category Worksheets for both ADC and DADC cases). The following is a list of considerations as well as Mitigating and Aggravating Factors a supervisor should consider, and when appropriate, document on the worksheet:

- The *least intrusive* measure that serves to correct the inappropriate behavior should be used whenever possible and appropriate
- The department must strive for consistency in its application of discipline
- Recommendations for a category that addresses repeat or more serious infractions will be made in accordance with the philosophy of progressive discipline
- Motive of the employee
- Intent and deliberation prior to committing the inappropriate behavior, if applicable
- Past and present performance
- Commendations
- Supervisors’ comments (must be in correspondence) regarding the affected employee
- Comments from complainant and/or party to the incident
- Degree of culpability
- Impact of inappropriate behavior upon the employee, the department, and the community
- Truthfulness
- Disciplinary history
- Severity of infraction
- Acknowledgement of error or mistake by employee
- Acceptance of responsibility
- Willingness to improve
- Other relevant factors

Minor Infractions

A majority of infractions by employees fall within Category A. Therefore, most minor infractions can be handled at the divisional level. No matter what action is taken, it should be documented. Documentation does not necessarily mean formal correspondence. In accordance with General Order 200-08, supervisors should already have a system whereby short notes, both positive and negative, are entered into a file or a log for the purpose of documenting an event or incident. These notes should, at a minimum, be incorporated into the performance evaluation process and should be discussed with the employee.

Multiple Infractions – Single Incident with Multiple Violations

Sometimes a single incident of misconduct can result in several sustained citations for violations of departmental policy. Supervisors considering such circumstances may recommend

in the Final Category in **Step Four** a category higher or lower than the Adjusted Category recommendation listed in **Step Two**. However, the supervisor must thoroughly explain the rationale for the recommendation in **Step Three** on the disciplinary worksheet. (See *Steps 1 through 4- Disciplinary Category Worksheets for both ADC and DADC cases* .)

Incident Driven Rule

A fundamental principle of this process is that the supervisor will use the Discipline Category Worksheets to identify specific misconduct and to make preliminary decisions about the relative level of severity of each sustained allegation of misconduct.

While the process requires supervisors to identify specific incidents of misconduct, the supervisors must also consider the totality of the circumstances of the incident. Accordingly, in **Step Four**, supervisors will evaluate the entire incident as a single episode and recommend a discipline category that would serve to correct the behavior.

Enhancement of Discipline and Reckoning Periods

When considering past misconduct, the manual outlines the reckoning periods from the date of prior discipline for each category violation. However, this does not preclude enhancement when an employee engages in misconduct of the same or similar nature.

The phrase “from the date of prior discipline” is used to allow the employee to know that with the exception of a Category E violation, there is a date certain that the prior misconduct will no longer be considered for enhancement purposes when looking at subsequent misconduct. The phrase is obviously not intended to preclude the consideration of a prior act of misconduct simply because final discipline has not been administered in the case. Therefore, enhancement of discipline for a subsequent violation is based upon the officer’s original notice of policies and procedures, not the beginning of a reckoning period. Typically, the employee’s original notice that the investigation sustained a violation of policies and procedures occurs during the Step Four or Step Five meeting(s). It is during these meetings that an employee is first given notice that a recommendation of discipline is being made as a result of the findings of the investigation.

The reckoning period for a Category E level discipline will be seven (7) years from the date of discipline for enhancement of Category D or lower discipline recommendations. However, a prior Category E discipline will always be considered if an employee receives a new Category E discipline recommendation. The Chief of Police has the authority to consider all previous misconduct in determining if an employee is suitable for continued employment.

Responsibility to Adhere to Investigation Timelines

To be effective, discipline must not only be fair in its application, it must also follow within a reasonable time after the act of misconduct occurred. Therefore, investigators and the chain of

command must remain cognizant of the time lines and the date of expiration of each investigation. The 180 day time line as established by Chapter 143 of the Texas Local Government Code begins on the *date of the incident*. Generally, the case will expire for purposes of an indefinite suspension after 180 days. However, a temporary suspension may be given within 180 days from the *date of discovery*. **Since the investigating sergeant and synopsis lieutenant do not know what the final outcome of discipline will be, the best practice is to finish the case, when possible, within 180 days from the date of incident. Any questions about timelines should be directed to the Legal Services Unit.**

DEFINITION OF DISCIPLINARY CATEGORIES—A to E

Each category considers first-time occurrences, same or similar infractions, and combinations of past occurrences and reckoning periods. As the seriousness of the infractions or combinations thereof increases, so does the range of discipline. Recommended discipline categories may only be enhanced to the next higher category, i.e., Category B enhanced to a Category C.

Category A

Description	First occurrence of minor rules violations Same or similar misconduct within one (1) year enhances next violation to Category “B” Combination of any three Category “A” violations within one (1) year enhances the third violation to Category “B”
Reckoning Period	Used for consideration in subsequent misconduct disciplinary range category enhancement for one (1) year from the date of prior discipline
Discipline	Written Reprimand

Category B

Description	First occurrences of serious rules violations Same or similar misconduct within one (1) year enhances next violation to Category “C” Combination of any three Category “B” violations within one (1) year enhances the third violation to Category “C”
Reckoning Period	Used for consideration in subsequent misconduct disciplinary range category enhancement for one (1) year from the date of prior discipline
Discipline Range	1 to 2 day temporary suspension

Category C

Description	<p>First occurrences of major rules violations Repeated same or similar violations from Category “B” Same or similar misconduct within five (5) years enhances next violation to Category “D” Combination of any three Category “C” violations within five (5) years enhances the third violation to Category “D”</p>
Reckoning Period	Used for consideration in subsequent misconduct disciplinary range category enhancement for five (5) years from the date of prior discipline
Discipline Range	3 to 9 day temporary suspension

Category D

Description	<p>First occurrence of severe rules violations Enhanced violation from Category “C” Repeated same or similar violations from Category “C” Same or similar misconduct within seven (7) years enhances next violation to Category “E” Combination of any three Category “D” violations within seven (7) years enhances the third violation to Category E.</p>
Reckoning Period	Used for consideration in subsequent misconduct for seven (7) years from the date of prior discipline
Discipline Range	10 to 15 day suspension

Category E

Description	<p>First occurrence of egregious rules violations (Including but not limited to felony criminal violations) Enhanced violation from Category “D” Repeated same or similar violation from Category “D”</p>
Reckoning Period	<p>Used for consideration in subsequent misconduct for seven (7) years from date of prior discipline for enhancement purposes. Prior Category E level discipline will always be considered when an employee receives a new Category E discipline recommendation.</p>
Discipline Range	<p>16 to 90 day suspension by agreement Indefinite Suspension Demotion</p>

Discipline Matrix

CONDUCT AND BEHAVIOR					
CATEGORY	A	B	C	D	E
APPEARANCE					
Improper Uniform	X				
Incomplete Uniform	X				
Unprofessional Appearance	X				
ATTENDANCE					
Abuse of Sick leave/ medical leave	X	X	X		
Tardiness	X				
Lateness to assigned duty due to carelessness/negligence		X			
Failed to report for duty		X	X	X	X
Failed to notify supervisor of inability to report	X	X			
Absent without approved leave	X	X	X	X	X
Failed to provide Physician's statement		X			
Failed to timely provide Physician's statement	X	X			
COURT ATTENDANCE					
Did not appear for court	X				
Did not appear for court on time	X				
Improper testimony	X	X			
Failed to notify supervisor of inability to attend court	X				
Testified for the defense (criminal) without informing dep't	X	X	X		
Testified against interest of City (civil) –without informing dep't	X	X			
DRINKING/ INTOXICANTS					
Intoxicated/Consumption of alcohol intoxicant while on duty					X
Intoxicated off duty	X	X	X	X	X
Intoxicated/consumption of alcohol while at extra employment					X

CONDUCT AND BEHAVIOR					
CATEGORY	A	B	C	D	E
Failed drug test					X
DWI					X
IMPROPER ACTIONS TO CITIZENS					
Inappropriate comments/ rude or discourteous actions/ Use of Profane, obscene language/ inappropriate gestures (off duty)	X	X	X		
Inappropriate comments/ rude or discourteous actions/ Use of Profane, obscene language/ inappropriate gestures (on duty)		X	X	X	
Failure to provide name and identification to citizens	X				
UNCOOPERATIVE					
Failed to assist other law enforcement agency		X			
Interference with other cases			X	X	X
INCOMPETENCE					
Unable to perform duties					X
Unwilling to perform duties					X
BEHAVIOR					
Sexual harassment, discrimination, retaliation					X
Prohibited workplace conduct		X	X	X	X
Fraternization			X	X	X
Associating with criminals & Others	X	X	X	X	X
Failed to respect fellow employees	X	X	X	X	X
Failed to report prohibited conduct		X	X	X	X
INSUBORDINATION / JUDGMENT					
Disrespect/flouting authority of a supervisor		X	X	X	X
Refused/failed to obey		X	X	X	X

CONDUCT AND BEHAVIOR					
CATEGORY	A	B	C	D	E
Sound Judgment	X	X	X	X	X
Use of Discretion	X	X	X	X	X
OTHER BEHAVIOR					
Interfere w/ prosecution of traffic citation			X	X	X
Receive off-duty ticket	X				
Release of confidential information			X	X	X
Soliciting gratuity		X	X	X	X
Accepting free gifts or gratuity	X	X	X	X	X
Unsafe Act					X
Administrative Misstatement		X	X	X	X

EVIDENCE AND PROPERTY VIOLATIONS					
CATEGORY	A	B	C	D	E
Failure to recover and or tag evidence		X	X	X	X
Improper Inventory	X	X			
Failed to follow procedure regarding Processing/Testing of evidence	X	X			
Lost evidence		X	X		
Improper Storage and/or release of evidence	X	X	X		
Improper Recovery and processing of found property	X	X	X		
Intentional and/or willful destruction, disregard, and/or tampering of evidence					X
CITY/GOVERNMENT PROPERTY					
Unauthorized use of city/government property (vehicle)			X	X	X
Unauthorized use of city/government property (other than vehicle)	X	X	X	X	
Lost, Stolen, or Damaged City/ Government Property Violations- See Lost Property Matrix	X	X	X	X	
Crash in City Vehicle- See Crash Rating Worksheet	-	-	-	-	-

TRUTHFULNESS					
CATEGORY	A	B	C	D	E
Truthfulness			X	X	X

EXTRA EMPLOYMENT					
CATEGORY	A	B	C	D	E
Worked without a permit	X	X	X	X	X
Restriction violations (Hours/Week)	X	X	X		
Working while on sick or medical leave or in violation of restricted duty policy			X	X	X
Working secondary employment while on-duty					X
Improper extra employment application	X				
Worked in violation of the rules- Other	X	X	X	X	X

PRISONER ISSUES					
CATEGORY	A	B	C	D	E
Improper Care or Transportation of Prisoner		X	X	X	
Allowed escape of prisoner		X	X	X	
Failed to control Prisoner	X				
Violations relating to prisoner property	X	X			
Incomplete Search of Prisoner	X	X	X	X	X

NEGLECT OF DUTY					
CATEGORY	A	B	C	D	E
FAIL TO REPORT/PERFORM					
Failure to perform as required	X	X	X	X	X
Failed to answer radio	X				
Left assignment without authorization		X	X	X	X
Failure to assist/Backup other officers			X	X	X
Out of district without permission	X				
Sleeping on Duty		X	X	X	X
Slow response to call for service	X				
Improper response to call for service	X				
Unavailable for Duty		X	X	X	X

NEGLECT OF DUTY					
CATEGORY	A	B	C	D	E
SUPERVISORY AUTHORITY					
Supervisory Authority / Misconduct	X	X	X	X	X
Failure to report prohibited conduct			X	X	X
OFFENSE/SUPPLEMENT REPORTS					
Incomplete Report/ Incorrect Report	X	X			
Untimely Report	X	X	X		
No Report Made - When Required		X	X	X	
Failure to Upload Report	X				
Incorrect / Deficient Report	X	X	X		
OTHER NEGLECT OF DUTY					
Failure to inspect vehicle/ report damage to vehicle at beginning of shift. Unauthorized ride-along	X	X			
Failure to advise the department of address/Telephone change	X				
Inservice Training Violation	X				
Internal Directives (i.e., SOPs, Circulars)	X	X	X	X	X
IMPROPER ACTIONS					
Failed to notify department of traffic citation		X			
Improperly involved in Civil Case/ Civil Matter	X	X	X		
Failure to notify department of arrest					X
Delayed report to department of arrest			X	X	X
Improper Activity (including criminal offenses)					X

USE OF FORCE					
CATEGORY	A	B	C	D	E
Unnecessary Contact		X	X	X	
Excessive Force - force that is clearly excessive in scope, duration, or severity in light of the circumstances				X	X

USE OF FORCE					
CATEGORY	A	B	C	D	E
Use of Deadly Force not permitted by law					X
Improper use of handcuffs	X				
Improper use of intermediate weapons		X	X	X	X
Fail to document use of force	X	X	X	X	X

FIREARMS					
CATEGORY	A	B	C	D	E
Carrying an unauthorized firearm		X	X	X	X
Carrying unauthorized ammunition		X	X	X	X
Failure to properly secure firearm: on-duty or off-duty		X	X	X	X
Accidental Discharge	X	X	X	X	X
Failure to report firearm discharge			X	X	X
Failure to qualify	X				
Did not attempt to Qualify	X	X			
Did not qualify on time	X				
Did not notify a supervisor of inability to qualify	X				
Firearm Discharge not permitted by policy			X	X	X

IMPROPER PROCEDURE					
CATEGORY	A	B	C	D	E
Failed to know procedure	X	X	X		
Failure to arrest when required	X	X	X		
Improper charges/ citation issued	X	X	X	X	X
Improper search		X	X	X	X
Violation of racial profile entry	X				
Violations relating to vehicle pursuit (includes high-risk vehicle stops)		X	X	X	X
Improper procedure- Other	X	X	X	X	X

IMPROPER PROCEDURE					
CATEGORY	A	B	C	D	E
ADMINISTRATIVE					
Failed to complete administrative task/form/assignment	X	X	X		
Violated social media or media relations policy	X	X	X		
Attention to Duty- Other	X	X	X	X	X
Not entering time entry	X				
Not wearing seatbelt		X			

MISCELLANEOUS					
CATEGORY	A	B	C	D	E
COMPUTER USAGE					
Misuse of Computer	X	X	X	X	X

LOST PROPERTY MATRIX

Lost, Stolen or Damaged City Property

General Orders 400-02, **Badges and Credentials** and 400-18, **Responsibility for City Property** govern the procedures to be followed when city property is lost, stolen or damaged including when an investigation will be initiated and what type of investigation is authorized. The policy is not a strict liability policy and the department will take into account that property is sometimes lost, stolen, or damaged even when employees are using due care and reasonable measures to prevent the loss. Accordingly, the investigation will make a finding of whether an employee was intentional or negligent in the loss or damage of City property and the proper citation under the policy will be sustained. The *Lost Property Matrix* and *Lost or Stolen Property Reimbursement Agreement* forms will only be completed if there is a sustained citation.

As stated above, there will be no sustained citation when an employee has a loss and the employee has not acted intentionally or negligently. For example, an officer is not negligent when chasing a suspect and losing something off their duty belt in a field. There are many more examples where the employee may be found not to have acted intentionally or negligently.

When the investigation finds that an employee acted intentionally or negligently, the *Lost Property Matrix* will be completed and the employee will have the opportunity to offer reimbursement for 50% of the replacement value of the loss or damage. When an employee's offer of reimbursement is accepted and the employee makes the reimbursement, the employee will not be subject to disciplinary action for the conduct. Instead, the IAD case will be closed with a disposition of Sustained/No Discipline. When a Lost Property case is closed in this manner, the reckoning period will be one year from the date of the reimbursement agreement. The employee can decline the opportunity to offer reimbursement. The decision of the employee to offer, or to decline offering, reimbursement will be recorded on the *Reimbursement Agreement for Lost, Stolen, or Damaged City Property* form.

The value of the lost or damaged City property will be determined by the current contracted price for the repair or replacement of a like item. For example, if an employee is found to be negligent in the loss of a handheld police radio, then the concerned division for that item, Technology Services, should be contacted to obtain the current contracted price for a replacement handheld police radio. Even though the lost handheld police radio may have been three years old at the time of loss, the department must replace that radio with a radio purchased from an existing City contract. The department understands that the contract price of the replacement radio may be higher than the price an employee could purchase a replacement on his own and this is the reason the department provides the opportunity for the employee to offer 50% of the replacement value. The employee is under no obligation to offer reimbursement, and the department is under no obligation to accept an offer of reimbursement if the determination is made that the most productive method to address the negligence is through discipline rather than reimbursement.

Supervisory Intervention (SI) Investigations

General Order 400-18 allows for the completion of a Supervisory Intervention (SI)-only investigation if the employee accepts responsibility and makes restitution for the loss of city property that is valued at more than \$50 and up to and including \$200. If the employee's supervisor determines that the specific details of the loss meet the SI-only criteria, such as the loss of a Gemalto device, then the *Lost/Damaged Property Rating Matrix* and *Reimbursement Agreement for Lost, Stolen, or Damaged City Property* forms will not be completed. Instead, after the employee accepts responsibility and agrees to make full reimbursement, the employee should report to the Office of Budget and Finance with documentation of the loss amount to make the one-time, single-payment, full reimbursement. The employee should then return a copy of the receipt to their supervisor for completion of the SI-only investigation. Employees will continue to follow the General Order regarding any special circumstances which prohibit an SI-only investigation. An SI Issue # must be generated and this tracking number will be written on the SI form.

Class II Lost Property Investigations

If the value of the loss is greater than \$200, or special circumstances as defined by General Order 400-18 exist, then a Class II investigation (X or D as per G.O. 400-02 or 400-18) must be completed. Upon completion of the Class II investigation regarding lost, stolen or damaged property, if negligence is found on the part of the employee resulting in a sustained citation, then the *Lost Property Matrix* and *Lost or Stolen Property Reimbursement Agreement* forms must be completed. When an employee offers reimbursement utilizing the Lost Property Reimbursement form and the department accepts the offer of reimbursement, the employee will be responsible for 50% of the total value of the property but the employee will not receive discipline. In cases where the department accepts an employee's offer of reimbursement, the employee's division is responsible for ensuring that the employee follows through with the agreement for reimbursement. Once the employee has made reimbursement, the division should ensure that a copy of the reimbursement receipt is included in the investigative packet.

If the lost, damaged or stolen property includes a badge, hat shield or department identification, then General Order 400-02, Badges and Credentials, shall be followed and restitution for the total cost of the property shall be sought.

APPENDIX A

HPD At-Fault Crash Rating System Manual 2014

HPD At-Fault Crash Rating System



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Date Effective: May 2014

Introduction

Traffic crashes represent a serious safety and economic issue to the citizens of Houston and the members of the Houston Police Department. These traffic crashes often result in personal injury along with significant costs in damaged vehicles and property. The department's past rating process for officer involved at-fault crashes was not effective in reducing the number of injuries to officers and civilians nor was the department recognizing good driving behavior. As a result, the department developed a rating system that recognizes and rewards good driving behavior and allows latitude in determining a final outcome of an at-fault crash.

At-Fault Crash Ratings

The Department's 5-part classification system (A-E) for sustained complaints against its personnel, with one minor modification, will be applied to at-fault police vehicle crashes. When considering the discipline category ranges for an at-fault crash, the main determinant is severity of injury and damage resulting from the crash. Typically, the greater the degree of injury and damage the greater the degree of officer accountability. It is the severity of injury and damage, combined with an officer's past driving behavior that will determine the category range within which a discipline recommendation shall fall. The most objective measure available is the Vehicle Damage Scale produced by the Texas Department of Public Safety. This scale (1-Least Severe to 7-Most Severe) classifies vehicle damage according to the condition of the vehicle after the crash. It is this damage indicator that will be combined with other indicators in the crash (i.e., injury and/or property damage) to determine the officer's category of discipline. Included in this measure are damage ratings to the undercarriage of police vehicles, DPS rating VX-0, which will be listed as HPD Indicator Level 1 and is valued at 1 point in the Severity of Vehicle damage scales.

With this in mind, a model that blends these "indicators" together was developed.

Components of this model include:

- Severity of damage to vehicles involved in the crash
 - The most severe damage rating of any police vehicle and any citizen vehicle involved in the crash. Damage ratings to the undercarriage of police vehicles, DPS rating of VX-0, are included in this component.
- Severity of injury to persons involved in the crash
 - The most severe injury of any police officer or citizen involved in the crash.
- Severity of property damage
 - The most severe damage to any property involved in the crash.
- Past Driving Behavior
 - Officers will receive driving behavior credit for each year they are at-fault crash free. The credit will be reset to "0" points after each at-fault crash.

Each of these indicators is assigned a point value. The values are combined to arrive at a final discipline category recommendation (A-E). Exceptions to this model are as follows:

- Death or permanent disability to any person resulting from the crash will result in an automatic Category E recommendation that may be mitigated to a lower discipline category. No past driving credit is allowed in this case.
- The classification of any vehicle as a Total Loss will result in an automatic category D recommendation that may be mitigated to a lower discipline category.
- “Severity of Injuries Sustained by Citizen or Employee” and “Severity of Property Damage or Vehicle Damage” will be assessed using the most severely injured person, damaged property or vehicle. Additional injured persons/damaged property or vehicles will be used as aggravating factors. These aggravating factors may support a disciplinary recommendation, may enhance within the disciplinary range category, or may increase the disciplinary range category by one (i.e., Category B enhanced to a Category C.)

Reckoning Period and Same or Similar Misconduct

The reckoning periods outlined by the Department’s current discipline process are as follows:

Category A and B:	1 year from date of discipline
Category C:	5 years from date of discipline
Category D and E:	7 years from date of discipline

Using the current discipline system’s reckoning periods allows for a shorter reckoning period for a minor crash, while causing a serious crash to have a longer reckoning period. While a category E level discipline has a 7 year reckoning period for enhancement of a category D or lower discipline recommendation, a prior category E level discipline may always be considered when an employee receives a new category E discipline recommendation. Regardless of the existence of any past driving behavior credit, a crash that occurs within the reckoning period of previous crash shall be enhanced or elevated to the next disciplinary category if the previous crash has the same or greater disciplinary category disposition.

Model in Operation

Using the At-Fault Crash Rating Worksheet, each crash will be reviewed for severity indicators, with the appropriate point value being entered into each severity indicator category on the Worksheet. These category point values will then be summed (with past driving behavior credit deducted) to arrive at a cumulative point total, which will be used as a guide in determining the appropriate disciplinary range for the crash. It is important to note that past driving credit is calculated based upon the number of consecutive years of no at-fault crashes immediately prior to the crash at hand.

In the following model simulation, on December 15, 2013, a simple at-fault crash involving 2 vehicles occurred with the driver of the citizen’s vehicle receiving minor injuries, associated point scores are summed to arrive at a disciplinary range of Category B. If the officer had 20+ years of no at-fault crashes immediately prior to the simulated crash, resulting in a 4-point past driving behavior credit, this credit deduction would result in the cumulative point total being “0” (Category A discipline recommendation). It should be noted that, while a 20-year history of no at-fault crashes can cause a crash to be reduced a discipline category, it cannot cause the discipline to fall below an “A” (no negative points totals allowed).

At-Fault Crash Rating Worksheet

-SAMPLE-

VCD supervisor completes boxes 1 – 6
Employee’s Division Commander completes boxes 7 – 8

Disciplinary Range Category Assignment

- 0 - 3.99 points = Category A Violation
- 4 - 8.99 points = Category B Violation
- 9 - 12.99 points = Category C Violation
- 13+ points = Category D Violation
- Total Loss = Category D Violation
- * See Below = Category E Violation

DPS Damage Rating	HPD Indicator Rating
VX-0	Level 1
1	Level 1
2	Level 2
3	
4	Level 3
5	
6	Level 4
7	**

Severity Indicators

Case #	1	2	3	4	5	6	7	8
At Fault Crash Classification	Severity of Injuries Sustained By Citizen	Severity of Injuries Sustained By Employee	Severity of Property Damage	Severity of At-Fault Vehicle Damage	Severity of Not At-Fault Vehicle Damage	Past Driving Behavior Credit Deduction	Cumulative Point Total	Disciplinary Range Category
	1	0	0	2	1	-0	4	B

Severity of Injuries Sustained by Citizen: *

- 0 pts. – No injury
- 1 pt. – Release of citizen at scene
- 2 pts. – Treatment of citizen at hospital
- 3 pts. – Hospitalization of citizen

Severity of At-Fault Vehicle Damage: **

0 pts. – No damage	
1 pt. – Level 1	3 pts. – Level 3
2 pts. – Level 2	4 pts. – Level 4

Past Driving Behavior Credit: ***
(Consecutive years with no at-fault crashes immediately prior to this crash)

0.2 points (2/10) of Past Driving Behavior Credit will be awarded for each at-fault crash free year of service up to a maximum of 4 points. Calculation of at-fault crash free years will be made from date of last (most recent) at-fault crash or graduation from the Police Academy, whichever is most recent.

Previous At-fault Crash Date: N/A

Police Academy Graduation Date: 01/15/13

Guidelines

Listed below are guidelines developed by the committee for use in the investigation of all police vehicle-involved crashes. Police vehicles include unmarked, leased, and personally owned police motorcycles.

- Photographs must be taken of all police vehicle crashes.
- Photographs should clearly represent all vehicle/property damage.
- Vehicular Crimes Division (VCD) supervisors will have increased responsibilities under this model. They will be required to ensure all vehicle/property damage is photographed and recorded. Vehicle damage ratings and citizen/officer injury ratings will be made by a VCD supervisor, not the investigating officer.

Correspondence Routing

The Crash Package routing process will be as follows:

- Once a Vehicular Crimes Division (VCD) investigator makes the scene of an at-fault police vehicle crash, the investigator will complete a crash report using the vehicle damage rating provided by the on scene VCD supervisor. A VCD supervisor will make the scene of the crash and shall determine the level of damage to be recorded for each vehicle involved (i.e., FD-3) and the citizen/officer/employee injury severity ratings (i.e., 2).
- A VCD supervisor will complete his/her portion of the At-Fault Crash Rating Worksheet (boxes 1 – 6) and will then route the Crash package to the appropriate division for completion of the appropriate Disciplinary Category Worksheet (DADC or ADC).
- The employee's division commander will complete boxes 7 and 8 of the At-Fault Crash Rating Worksheet to arrive at a discipline category recommendation. This discipline category recommendation will be included on the appropriate Discipline Category Worksheet (DADC or ADC). As outlined in the Corrective Action Manual, Step Four and Five meetings will be conducted depending on the type of form completed (ADC or DADC). The step meeting procedures are identical to our current processes outlined in the Corrective Action Manual.
- Upon completion of the Disciplinary Category Worksheet, the Crash package (including the At-Fault Crash Rating Worksheet and Disciplinary Category Worksheet) will be sent to the Crash Review Board via the division commander's chain of command.
- The Crash Review Board will make a discipline recommendation within the Discipline Category established via the Disciplinary Category Worksheet and will route the Crash Package to the Legal Services/Disciplinary Action Unit. The CRB may recommend a discipline category either higher or lower than the divisional recommendation if additional aggravating or mitigating factors exist. In this case the CRB will attach correspondence explaining their disciplinary recommendation.



Appendix B

GETTING READY FOR THE APPEAL

Appeals Process and Preparation for Appeals

In many jurisdictions in the United States, disciplinary actions may be appealed to an arbitrator, an independent hearing examiner, or a civil service commission. The Houston Police Department subscribes to such a process so as to afford employees due process rights to have the discipline reviewed by an independent authority. The ability to appeal discipline is paramount in an organization based on civil service law and the numerous landmark cases that have been decided by the United States Supreme Court regarding public employees. The purpose of this section of the Corrective Action Manual is to help guide employees through the hearing process and to instruct management on their role in a hearing. Employees having questions about how to appeal a case should contact their legal counsel.

Classified Appeals

Classified employees of the Houston Police Department who receive suspensions as a result of an internal investigation have a right to appeal their discipline to the Police Officers' Civil Service Commission of the City of Houston or to an independent hearing examiner depending on the degree of discipline assessed to the employee. Written reprimands may be appealed through a grievance process. The Police Officer's Civil Service Commission of the City of Houston (POCSC) has jurisdiction over one (1) and two (2) day suspension cases as well as Step IV's for Written Reprimands. Temporary suspensions of three or more days in length may be appealed to the POCSC or, pursuant to Section 143.1016 of the Texas Local Government Code, to an independent hearing examiner (IHE). Consult legal counsel for more information on appealing a case.

Cases heard by the POCSC generally will take place at 611 Walker, 4th Floor. If a case is heard by an IHE, the IHE will serve as sole Arbitrator. These hearings are typically located at 611 Walker, Garden Level which is one level below street level. Hearings before the POCSC and an IHE are akin to being in court. The commissioners and IHE hear evidence and make rulings like a judge. There is also direct examination, cross examination, opening/closing statements, etc. It is likely that the attorney handling the case would like to prepare witnesses for trial some time before the hearing date. Employees shall make themselves available to the department's representative prior to trial.

Civilian Appeals

Civilian employees of the Houston Police Department who are assessed discipline, which may range from a Written Reprimand to a Fifteen-Day Temporary Suspension, as a result of an internal

investigation have a right to appeal the discipline by filing a grievance with the department's grievance coordinator in the Alternative Dispute Resolution (ADR) office. An indefinite suspension of a civilian employee may be heard before the Civil Service Commission for Municipal Employees of the City of Houston. Consult the HOPE Meet and Confer contract and legal counsel for more information on appealing a case.

Participation in a Hearing

Your participation in a hearing can vary depending on why you have been called to attend. Here is a partial list of the roles you might have in a hearing:

1. Grievant (officer or civilian who is appealing the discipline)
2. IAD investigator or division level investigator, also called the fact finder
3. Synopsis writer (usually a Lieutenant)
4. Fact witness
5. Character witness
6. Expert witness
7. Chain of command witness, usually a manager that signed off on a discipline worksheet
8. Department representative

The Grievant will normally be represented by a union attorney or an attorney of the Grievant's choosing.

Notification of Participation

If you are being called as a fact witness, prior to the disciplinary hearing you will be notified by either the City Legal Department or the Department's Legal Services notifying you of the pending hearing. You may also receive a subpoena from the attorney representing the affected employee. In this case make sure to notify the attorney representing the City. You will need to meet with the City's legal representative prior to the hearing. This meeting is most effective in person. If it is not possible to meet in person then the meeting may be conducted over the telephone.

Preparation before the Hearing

You should review the investigation prior to meeting with the City's legal representation. For witnesses this means to review your administrative letter(s) and any other documents with which you were served. Investigators should review the entirety of the case because you will be placed under oath in the hearing, potentially subject to "The Rule," and to the penalties of perjury. Understand that even though the disciplinary hearing is not in a court of law, the process is as serious and the outcome is binding.

If you had a role in the investigation, familiarize yourself with the investigation and ask yourself questions regarding the process that you went through to conduct the investigation or the findings. As in a court of law you will be questioned on direct by the City Attorney or the Department's Attorney and then you will be cross examined by opposing counsel. Become familiar with the appropriate department General Orders (specifically General Order 200-03: Investigation of Employee Misconduct), Standard Operating Procedures associated with the investigation, and the Texas Penal Code (or appropriate code), if applicable. Your testimony will be "on the record," which means that in any subsequent procedures (criminal / civil process) you will be held accountable for your testimony made during the arbitration. Further, if the nature of the case was of such that it drew media coverage, the media may

be waiting to attempt to question you after you testify. Remember, if you are under "The Rule," you may not speak about the case until the conclusion of the hearing. The hearing is a public forum and there may be members of the public or individuals with a vested interest in the gallery witnessing the event.

You may be asked to assist the attorney representing the City or the Department to assist in locating witnesses for the hearing and providing copies of documents, evidence, etc. Arrive at the hearing ahead of time, know where to park, and do not bring any materials unless you are asked to bring them. Please wear either your department issued uniform or business dress for the hearing and have your identification displayed at all times. Understand that the opposing counsel's job is to zealously represent their client and that means there may be questions regarding your tenure or background with the department.

Arrange your understanding of the investigation chronologically in your mind and discuss this with the proper attorney. Also, if needed, create a timeline of the investigation if it would help explain the investigation or the process to the arbitrator if the investigation was complex and involved numerous witnesses and/or pieces evidence or went on for a period of time.

Conduct at the Hearing

Be absolutely honest in your testimony. Remember the five "W's" – Who, What, Where, When and Why? Investigative Sergeants should be prepared to answer question about the fact finding process. Lieutenants may be asked questions about the preliminary findings in the synopsis. Remember that the IAD investigation is the department's work product and the conclusions in the synopsis are preliminary until adopted by the Chief of Police. If the case did not result in an indefinite suspension remember that any questions regarding the outcome of the case, or the discipline issued, is best suited for the official department representative and if it is a case that resulted in an indefinite suspension either the Chief of Police or the respective designee will provide such testimony.

When considering appropriate attire, compensation, overtime, etc., officers shall consult General Order 300-25. Employees are reminded that any request by a city attorney or HPD attorney to appear at any of these procedures should be considered an order from the Chief of Police. If employees have any questions concerning these procedures, they may contact the City or HPD attorney handling the case.

Representing the Department

Representing the Department and testifying on behalf of the Department at disciplinary hearings is an inherent responsibility of upper-management level employees, if not all supervisors. While the Department recognizes that personal opinions are natural, and in some cases may differ from Department decisions, supervisors are reminded that internal investigations are not an individual's work product but the work product of the Department. Internal investigations reflect the Department's official position with respect to the findings and related discipline resulting from an investigation. As such, supervisors are expected to and will be held accountable for the manner in which their representative responsibilities are fulfilled.

Additionally, Captains should understand that on cases where they issue discipline they will be called to serve as the department representative if the employee appeals. Captains shall not delegate this duty to a Lieutenant.

What is management's role in a 3-day or above disciplinary hearing?

When you testify on behalf of the Department at a disciplinary hearing, your role is to act as the spokesperson for the Chief of Police. Because the Chief of Police cannot attend every arbitration or commission meeting, the Chief needs effective representatives who can testify on behalf of the Department. In cases where the Chief of Police was the ultimate decision maker, the department representative is encouraged to speak or meet with the Chief prior to the hearing to discuss the Chief's discipline decision(s).

In order to be an effective representative you need to be able to articulate the violation or violations in question. Also, you must be familiar with the case and facts and relate how the facts support each sustained citation of misconduct. This requires that you are familiar with the General Orders and any statutory violations with which the employee may be cited.

In addition to any rules violations, be prepared to discuss how the employee's conduct affects the morale of other employees, and whether or not the conduct of the employee undermines the efficiency and organization of the Department. Review the employee's department resume, discipline history, commendations, assignments, tenure, and training records. Additionally, you may need to discuss how the employee's conduct may cause the public to lose confidence in the Department, therefore, compromising officer and public safety.

What is an IAD investigation?

Before you testify on behalf of the Department, you need to be familiar with the Department's internal investigation process. Consult General Order 200-03 which explains the process for Class I and Class II cases. Familiarize yourself with the IAD process beginning with taking the complaint to drafting the synopsis. Also, make sure that you are prepared to discuss the difference between an Investigative Report and the Investigative Synopsis. Be sure to point out in your testimony that it is the Sergeant's responsibility to gather facts and include them in the Investigative Report. Similarly, be prepared to discuss how the synopsis is merely a recommendation but the final decision, according to civil service law, lies with the Chief of Police.

What is the disciplinary process?

Next, become familiar with the Department's disciplinary process. Once IAD completes their investigation then the case is returned to the division for completion of a Disciplinary Category Worksheet. It is important to be able to articulate how the worksheet supports the "just cause" for the discipline (see below). The Division Manager is tasked with the completion of an accurate, well-worded Worksheet that contains facts, not editorials. After completion of the Worksheet, the case will go to the command where the Assistant Chief can choose to either agree or disagree with the discipline recommended.

After the command sees the case, then the case will be made available to the appropriate disciplinary committee, the Administrative Disciplinary Committee (ADC) or Divisional Administrative Disciplinary Committee (DADC), for review and recommendation. Typically, the ADC meets every week to make recommendations on cases and the DADC meets every two weeks. Cases are made available to members of these committees for review one week prior to their meeting. The ADC is made up of

classified employees of different ranks and private citizens and the DADC consists of classified employees of different ranks. Both committees include a member appointed by the Houston Police Officer's Union. After the committees meet, they will make a recommendation of discipline to either the Chief of Police or to the employee's Captain depending on the nature of the case and the level of discipline recommended. ADC cases will then be sent to Legal Services for a final review. The cases are presented to the Chief of Police who will make a final decision. The Chief of Police will make the final decision on both the citations and the discipline. Until the Chief of Police makes his decision, the case is considered a draft and is not final.

What is my role as a department representative?

If you are asked by a city attorney to serve as a department representative at a hearing, you will want to be able to explain the guidelines found in the Corrective Action Manual. Additionally, you want to familiarize yourself with the employee's discipline history (found on the employee's Department Resume), and look to see if there are any same or similar cites of previous misconduct (found on the IAD Employee Complaint History or 3x5 Report). If there were same or similar citations, pay close attention to any enhancements to ensure they were done in accordance with the Corrective Action Manual.

Review the Corrective Action Manual so that you can be able to explain progressive discipline, know the reckoning periods, and know the difference between the aggravating and mitigating factors.

Most importantly, when serving as a department representative, be a resource for the assigned attorney prior to and during the hearing. The city attorney may want to get you ready to testify, so please respond and be available for them. During the preparation time before the hearing, communicate with the city attorney any points you think are important and any points you think might damage the city's case. After you review the employee's resume, discipline, commendations, and assignments, make the city attorney aware if you find the employee has other pending IAD cases or grievances.

During the hearing, it is your responsibility to convey the basis for the Chief's ultimate disciplinary decision. Because department representatives must be able to convey the basis for the Chief of Police's decision, department representatives should schedule a time to speak or meet with the Chief of Police before the hearing. After speaking with the Chief of Police, department representatives should be able to explain to the hearing examiner what went into the Chief of Police's decision in disciplining the employee for their misconduct.

Finally, your role in the hearing is to explain the just cause for the discipline. At every hearing the hearing examiner must make a determination on two questions: 1) Did the City prove the case by a preponderance of the evidence? and 2) Is there just cause for the discipline? Your role is to explain the just cause in the case. Without "just cause" for the discipline, the discipline will get reduced or overturned.

Public Safety & Homeland Security Committee
Independent Police Oversight Board Questions & Responses

Responses submitted by the Chair of the Houston Independent Police Oversight Board, Marvin Hamilton

1. Council Member Pollard: What percent of complaints or how often does the Independent Police Oversight Board receive that are complaints made by police officers on other officers for using excessive force on civilians?

Response: These stats will be provided by HPD

2. Council Member Pollard: How does one become Chair of the Independent Police Oversight Board?

Response: Mayoral appointment by Executive Order

3. Council Member Pollard: Based off the current structure of the board, what would make the board stronger?

Response: If the board was domiciled off campus and if the enthusiasm from all stakeholders remained the same year-round.

4. Council Member Evans-Shabazz: Does Chair of the Independent Police Oversight have discretion on what cases/complaints will be reviewed by the board? Or does the board have the opportunity to engage and decide?

Response: The board does not have discretion. The board does have the opportunity to engage and decide based on each case.

5. Council Member Kamin: How often does the Chief of Police accept, decrease, or increase the recommendations from the Independent Police Oversight Board?

Response: The Chief of Police disagrees with the Board approximately ten percent of the decisions, possibly, based on exculpatory evidence at the last minute.

6. Council Member Pollard: Do you take minutes at all meetings of the Independent Police Oversight Board?

Response: No, not an official recording of the meeting, however, there are forms to authenticate and there are no call-ins permitted. The Executive Order does not mandate minutes.

7. Council Member Pollard: How often does the Independent Police Oversight Board meet?

Response: Based on the present structure, several parts of the Board meet weekly, other parts may meet bi-weekly

8. Council Member Kamin: Do you have access to all the information you need to make decisions?

Response: Any case we view, all pertinent data is provided, pursuant to that case.

9. Council Member Davis: Would the Independent Police Oversight Board be strengthened or improved by possessing subpoena power?

Response: Yes the Board would be strengthened by subpoena power, if the Board did the investigation.

10. Council Member Evans-Shabazz: Could City Council see that minutes from the Independent Police Oversight Board exist? Would a citizen be able to see the minutes?

Response: Yes Councilpersons could see the forms that mimic the minutes. No, citizens could not view the forms because of the confidentiality agreement we signed.

Public Safety & Homeland Security Committee
Harris County District Attorney's Office Questions & Responses

Responses submitted by Spokesman of Harris County District Attorney's Office, Dane Schiller

1. Council Member Davis: How many true bills have been filled in the last 5 years against HPD officers?

Response: Since January 2017, Harris County District Attorney's Office Civil Rights Division prosecutors have secured grand jury indictments against 29 jailers/police officers in Harris County. The DA Office also recently charged four additional officers with felony crimes related to the ongoing probe of the Harding Street incident. We anticipate the evidence for those charges will be presented to a grand jury in coming weeks.

2. Council Member Davis: Do you believe the Independent Oversight Board needs to be revamped and possibly have subpoena power?

Response: The Independent Oversight Board is not within the purview or authority of the Harris County District Attorney's Office.

3. Council Member Pollard: Is there any civilian entity oversight at the walkthrough?

Response: No. These are active crime scenes and only law-enforcement officials are present. The District Attorney's Office sends a Civil Rights Division prosecutor to the scene of every officer-involved shooting. Prosecutors ultimately review all the evidence independently from the police department and in every instance present all of the evidence to a civilian grand jury to review.

4. Council Member Pollard: Are body cams turned on when law enforcement agencies are on the scene for walkthroughs?

Response: Generally, post-shooting officer walkthroughs are not recorded. In most cases, officers – after consultation with their police union provided lawyer - provide a sworn written statement after the walkthrough.

5. Council Member Thomas: Is it accurate to say that Grand Juries have a certain perception of law enforcement?

Response: Grand juries are composed of regular citizens from the community and make their decisions based upon the evidence presented. As you may recall, the so-called pick-a-pal form of selecting grand jurors was done away with by the Texas Legislature.

6. Council Member Evans-Shabazz: Is the 48-hour rule for officers only afforded per contract?

Response: Texas Local Government Code, Section 143.123 establishes the 48-hour notice rule.

7. Council Member Kamin: Is the DA's office supportive of Cite & Release?

Response: The Harris County District Attorney's Office currently participates in the newly implemented Cite & Release Program, where offenders charged with certain low-level offenses are screened and considered for citation. Since January 2017, The District Attorney's Office has established multiple diversion programs, such as the Misdemeanor Marijuana Diversion Program, where thousands of persons have had an opportunity to avoid a criminal record. This avoids future complications for employment, education or housing. The District Attorney has often said that an important element in keeping society safe is keeping as many people as possible in the work force.

Public Comment

1. Does the Chief of Police's discussion of cases at crime scenes prior to a full investigation impact the trial?

Response: The investigation stands on its own. While the Chief of Police may form opinions on the case and may speak with the press at times, the investigation and the evidence presented are what allow the jury to make a final decision on whether criminal charges are warranted or not.

2. The DA was recently quoted in the Houston Chronicle stating that the first amendment rights of the peaceful protestors were violated "after" they were arrested. Why would the DA make this suggestion after she accepted the charges and arrest?

Response: District Attorney Kim Ogg said that while there was sufficient evidence to charge those arrested with crimes, she was dismissing charges against persons who were exercising their First Amendment rights and did not have the intent to harm people or property. The below is lifted directly from a news release issued by the District Attorney at the time of the dismissals:

"The job of the prosecutor is to seek individualized justice in every case," Ogg said. "While probable cause existed for the arrests of those people who refused to disperse after being offered to do so by police, our young prosecutors worked hard to identify the few offenders who came to inflict harm on others and intentional damage to property."

"Dismissing the charges also allows law-enforcement authorities to focus resources on those who endanger public safety, Ogg said. "We will always protect the First Amendment rights of peaceful protestors," Ogg said. "The only people I will be prosecuting are those who intentionally hurt others and intentionally destroy property.:"

3. Is it possible to go directly to the District Attorney's Office when there is a complaint against the Houston Police Department?

Response: For use of force cases, investigations go through HPD internal Affairs before they are presented to the District Attorney's Civil Rights Division. Non-use of force complaints may be presented to the District Attorney's Public Corruption Division via a sworn affidavit. The specialized prosecutors in our Civil Rights Division independently reviews all officer-involved shootings, in custody deaths and allegations of excessive use of force.

4. What disciplinary actions have been taken, if any, for officers involved in misconduct during the George Floyd protests?

Response: Misconduct complaints and disciplinary actions, if any, against police officers are handled by each respective police agency's head. The District Attorney's Office addresses whether or not a crime has been committed, not questions of discipline for say, violating policy.