

STRENGTHENING COMMUNITY RELATIONS Report – 2016



Town of Highland Park, Texas

Building public trust requires constant devotion, a focus on relationships, and a demonstrated commitment to achieve community goals through personal and organizational actions.

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TOWN SECRETARY
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Dear Citizens,

We have all witnessed the attention and corresponding discussion of constitutional policing the last number of months following publication of the President's Task Force on 21st Century Policing (Report) and the Department of Justice review of some police departments. With this backdrop, a work plan ("Plan") was developed to lead the Town in continuing its work and charting challenges in its quest for transparency, public engagement, and professionalism.

The initiatives of the Plan (see Appendix) are a proactive response to the national dialogue following events involving community and police relations that have taken place throughout the United States. These events prompted our conversation regarding the strengthening of community and police-court relations for Highland Park while providing an opportunity to identify further opportunities for the police and municipal court operations.

The Plan provides a series of initiatives which were presented to the Town Council on February 22, 2016. These measures, developed over a number of months, contain several areas of opportunity to enhance the professional relationships and continue the sacred trust between all citizens and the Town's police and municipal court staff.

As the Town Administrator and the Director of Public Safety (Chief), we are responsible and accountable for ensuring that the community trust is upheld at the highest and most responsible level. Without hesitation, we are confident the dedicated men and women who serve the Town are committed to meeting the same demanding expectations held by the general public.

The Town is committed to continuing an ongoing dialogue with the greater community about the issues of policing and welcomes inquiries regarding its efforts implementing this important work through constructive and scholarly discussion.

Sincerely,

Bill Lindley
Town Administrator

Rick Pyle
Director of Public Safety

Accountability

In-car Cameras

Since 1990, each of the Town's patrol units is equipped with audio enabled video cameras with one unit facing the front of the vehicle and a second facing the custodial area. The shift supervisors perform quarterly reviews of the in-car videos with a final review by the Assistant Chief for policy compliance and are also used as training examples for all officers. The recordings are used as training examples for all officers. The Town retains recordings for two-years. A copy of the Department's policy on use of In-car Cameras can be viewed at: <http://www.hptx.org/Index.aspx?NID=750>.

Body Worn Cameras

At a cost of \$98,786 the Town Council authorized the purchase of body worn cameras for all law enforcement personnel in 2015. In response to the demand by other law enforcement agencies following the events of Ferguson, Mo., the Town's purchase with L3 Mobile Vision, Inc. was delayed for several months. The Town received the BodyVision XV cameras in the summer of 2016.



The Highland Park Department of Public Safety (HPDPS) recognizes the benefits of using body worn cameras as a means to increase officer safety, prevent crime, foster transparency and accountability, and strengthen public trust. Video recordings are routinely reviewed by the shift supervisors and a final review is performed by the Assistant Chief for policy compliance. The recordings are also used as training examples for all officers. Individuals with officer complaints are routinely encouraged to come in and view the recordings of their officer contact with shift supervisors or either chief. The Town contracts with L3 Mobile Vision to provide access to recordings, with older recordings held for two-years. A copy of the Department's policy on the use of body cameras can be viewed at: <http://www.hptx.org/Index.aspx?NID=750>.

Building Cameras

As part of extensive renovations to the Town Hall and Police-Fire station four-years ago, security cameras were installed in a number of areas of the building including the Court Chamber, court payment window corridor, and all areas where a prisoner is in custody. An example of use of the video recordings resulted in a complaint being retracted after evidencing the defendant arrived after normal Town Hall hours to pay a citation.

Officer Complaints

From 1993 through 2014, an average of 35 complaints were filed against the Town's police officers each year. Citizen complaints are at record lows for the last two years. Despite responding to nearly 30,000 calls for service and over 12,000 violator contacts, only 17 complaints were filed by citizens in 2015. The Department is on track to receive only 19 officer complaints this year.

In addition to training provided to all HPDPS personnel, other employees working in public contact areas of Town Hall are trained to assist a citizen making a complaint against an officer. The

departmental policy may be viewed by visiting: <http://www.hptx.org/Index.aspx?NID=750> and all public areas of Town Hall and the police station.

Review of Email

On a periodic and random intervals, a review of all employee email is conducted to identify the use of demeaning and/or derogatory words, phrases, jokes, etc. To date, no policy violations has been detected by staff. A report of the findings is provided to the Town Administrator on a routine basis.

Use of Force

Use of force continues to be a pivotal focus of attention by many law enforcement agencies across the country with greater care being given to policies toward de-escalation and continuing the policy of using the minimum amount of force to effect the legal objective; re-training officers; and thoroughly, objectively and timely investigating all uses of force. Understandably, the work by the HPDPS is strategically focused in this area.

Town Council Oversight

On a quarterly basis, the Chief and Court Administrator present to the Town Administrator a report detailing: (i) citizen complaints against officers and results of the review; and, (ii) the use of force by an officer. The reports are provided to the Town Council on a regular basis. Annual reports will be summarized and made available on the Town's website.

Sublethal Weapons



Conducted Electrical Weapons (CEWs) were introduced a number of years ago as non-lethal weapons for law enforcement for use to subdue fleeing, belligerent, or potentially dangerous people, who would have otherwise been subjected to more lethal weapons such as firearms. In response to providing broader force options for its police officers, the Town purchased CEWs each officer from TASER International, Inc. in 2015 at a cost of \$82,467. To address officer accountability, all CEWs are equipped with cameras.

Video Training

This past year, the Town purchased, at a cost of \$96,420, an interactive, multi-screen, use of force simulator with an enhanced field of view, offering multi-directional threats training. Officers receive a minimum of 2 hours per month on the 180 degree screen surrounding the officer with an ultra-immersive training experience. The MILO Range Theater provides officers improved teaching and offers true to life training scenarios, allowing simultaneous applications of proper tactics. The system captures live audio and video for later instructor review - helping police



officers to better analyze a situation and potential threat, and respond accordingly. The Town's proactive purchase of the MILO system is unique in that HPDPS is one of the very few area law enforcement agencies having such a high-tech training opportunity.

Officer Investigation

In addition to the HPDPS conducting its own review, the Department requires an outside law enforcement agency investigate any police officer involved shooting. While previously utilizing the Dallas Sheriff's Office for external review, the Chief will now request the Texas Department of Public Safety – Texas Rangers to conduct an independent investigation. The HPDPS fully cooperates with the Dallas County District Attorney for its review for any possible legal action.



Crisis Intervention (Crisis Intervention Team)

The HPDPS is a leader in the area of CIT and as such, a separate section is devoted to this initiative.

Bias-free Police and Court Practices

Broader attention is now given to bias-free police and court practices requiring racial bias-awareness training of all court staff and HPDPS personnel to ensure that the Town does not discriminate on the basis of race and/or other characteristics. In addition to these two departments, personnel for all other Town departments participate in the training sessions.

- **Police Racial Profiling Report**

On September 1, 2001, Texas Senate Bill 1074 established requirements that law enforcement agencies throughout Texas adopt a written policy on racial profiling. Consistent with this law, the Town submits an Annual Racial Profiling Report to the Texas Commission on Law Enforcement (TCOLE) and to the Town Council. TCOLE granted a "Partial Exemption" in filing based on the HPDPS patrol units being equipped with video and audio recording equipment.



The HPDPS maintains a strong stance against racial profiling; its policy and practice is to provide law enforcement services and to enforce the law equally and fairly without discrimination toward any individual(s) or group(s). The Town has a citizen complaint process where any allegations of profiling can easily be brought forward for investigation.

To bring greater accountability and external review to its annual racial profiling report, at the beginning of 2016, the Town engaged a nationally recognized consultant, Del Carmen Consulting, to audit the last two-years of reports and prepare the 2015 State mandated report. The 2015 report met all of the statutory elements. Of the 12,161 contacts made

that year, only 44% involved minorities, which was 27% below the margin of minority representation for the City of Dallas and Dallas County. A copy of the report is available online by going to: <http://www.hptx.org/Index.aspx?NID=684>.

- **Traffic Enforcement**

Even before the publication of Ferguson, Mo’s findings by the Department of Justice (DOJ), the HPDPS had been cognizant of its responsibility to use vehicle traffic enforcement as a means of making the community safer – not to generate revenue. As an example, during the last fiscal year, hazardous driving conditions accounted for 47% of all traffic citations issued by all police officers. Of all citations issued, 68% were issued to whites or Caucasians, 18% to Hispanics or Latinos, and 9% to Blacks or African Americans.

- **Police Searches**

During the past year, approximately 2.5% of the vehicle stops, in which a citation was issued or an arrest was made, resulted in a search. This proportion of stops resulting in a search being conducted is lower than the proportion of stops resulting in searches in 2014 (4.5%). The greatest percentage of stops resulting in a search in 2015 involved white drivers (52%) followed by Hispanic (23%) and African American (21%) drivers.

The primary reason for conducting a search during a vehicle stop was reported as “consent” by the officers. Slightly more than 3% of all vehicle searches were consent searches during the reporting period. “Probable cause” was identified as the reason for a search in 97% of the searches conducted. Searches “incident to arrest” comprised 52% of all searches. “Other” searches such as Plain View and Pat-down searches are now being recorded and tracked.



Anti-bias Training

The unique role of police officers makes cultural understanding imperative. In addition to the need to ensure officer sensitivity, to accurately represent its constituents, police officers need understanding, respect, and a willingness to communicate with all segments of the population they serve. Aside from the basic training, the HPDPS provides additional training hours for certain supervisory positions at the command staff level to better assist supervising police officers.

Leading the Way in Municipal Court

The Town is proud of being one of the first, if not the only, municipal court in the state to develop a racial profiling report addressing court activity by collecting data on its operations. The information gathered from this annual report will be used to continue learning and improving court practices and procedures.

The Town engaged Del Carmen Consulting to review the court’s data as it pertains to dispositions and review court practices and procedures along with making recommendations to ensure the

court's continued practice of fair and consistent treatment of all defendants. Through his work, Dr. del Carmen presented the following recommendations for the Town to implement:

- Updating polices that are outdated and not consistent with best-practices (the Town will be contracting with Tarleton State University's Graduate school of Criminal Justice to assist with Dr. del Carmen in the development of new police)s;
- Expanding data collection to enable more in-depth qualitative and quantitative analysis;
- Updating the website to be consistent with recommendations from the Department of Justice on patterns and practices, with examples including: (i) being more "user friendly", (ii) offering information about public transportation to attend Court, (iii) providing information to be converted to English or Spanish, and (iv) providing defendants the option to plea for deferred adjudication/defensive driving;
- Offering language interpretation for non-English speaking defendants;
- Training staff periodically on bias based and best practices models, etc.;
- Continuing the practice of providing written courtesy notices to defendants who fail to appear in court allowing an additional court day prior to a Failure to Appear Warrant being issued;
- Ensuring that no individual is jailed by the Town for being indigent, and;
- Documenting the independence of the court from the Town prosecutor and impartiality of the municipal judge and associate judges.

Officer Assistance and Support

Mental Assistance

The Town ensures that its police officers are provided ready access to support services, including physical and mental health services. An example of mental health assistance includes a licensed psychologist available to meet with a police officer at his or her request or as directed by the Chief. In addition to clinical support, the Town has an ongoing relationship with the Highland Park United Methodist Church for chaplain services offered to officers and family members.

In response to the actions of a McKinney police officer this past year, the HPDPS engaged Dr. Bob Smith, of Clear Direction, Inc., to assist developing possibly a stress awareness protocol for use by the Town's supervisors. Acknowledging police officers are exposed to a wide variety of stressors, supervisors will be better equipped to assess an officer who may have experienced a critical incident previously during the shift.

Physical Training

Recognizing the importance of fit-for-duty concerns for its police officers, the Town provides a multi-pronged approach. While each police officer is required to meet a minimum physical fitness standard, police officers are encouraged to excel in various categories as part of a quarterly fitness incentive based on a percentage of their salary.

The second prong of attention expands the basic physical exam to provide a comprehensive battery of medical exams to police officers. Building though on physical exams, the HPDPS contracts with Texas Health Huguley Hospital for advanced medical screening of its police officers.

Huguley's Assessment Center provides medical and fitness assessments offering a wide range of diagnostic testing performed helping better assure the fit-for-duty of its police officers.

Lastly, strength and cardio training equipment is provided to officers for daily workouts as part of a police officer's shift duty. A luxury considered by most law enforcement agencies is the availability for the Town's police officers to work out while on duty, considering that the department is a cross-trained public safety agency (police-fire-medical) with personnel working a 24-hour shift.

Mental Health Crisis Intervention (CIT)

CIT programs are initiatives designed to improve the way law enforcement and the community respond to people experiencing mental health crises. Such programs are built on strong partnerships between law enforcement, mental health provider agencies and individuals and families affected by mental illness. The HPDPS police officers have traditionally received training in an 8-hour course broadly focused on responses to incidents involving individuals in mental health crisis.



Following the recommendation contained in the President's Report addressing the increased need for education, training and tactics for law enforcement with regard to situations that involve persons suffering from a mental illness, the HPDPS now schedules officers to attend a 40-hour CIT training program of extensive crisis intervention education. Particular attention is provided for de-escalation and least-restrictive outcomes, including referral to community-based care. The Town is proud to be one of the few local law enforcement agencies across the country providing this intensive level of officer training.

Recruitment

The Town is committed to a recruitment plan to assist the HPDPS in attracting and retaining a highly-qualified police officer workforce. In particular, the HPDPS strives to have a workforce that represents the rich diversity of the greater Dallas region. Funding was included in the current year budget for college campus visits, use of social media, and community outreach initiatives to draw a greater awareness of employment opportunities with the HPDPS.

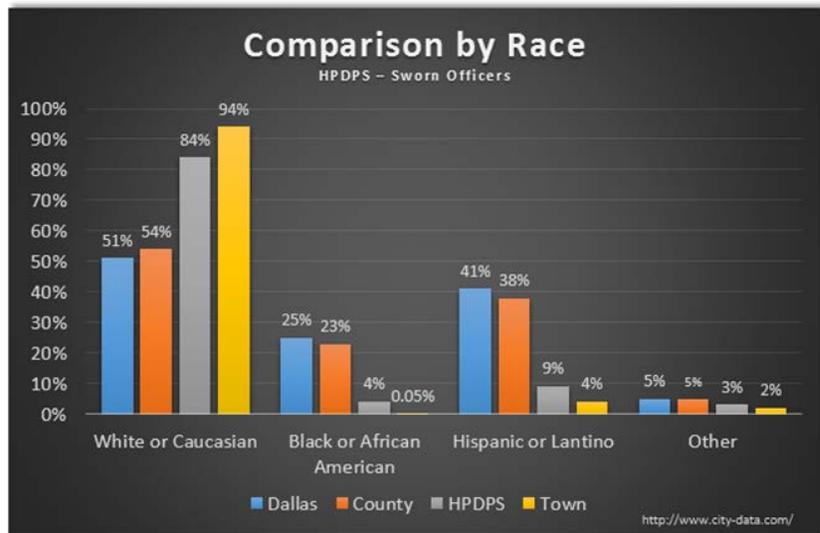


Recruiting for the sake of hiring does not result though in the best qualified candidate. The HPDPS expends considerable time, effort and money in the analyses of candidates by employing: background investigation, medical exam, interview with applicant, drug test, physical

fitness exam, psychological evaluation, and polygraph test. Applicants are further evaluated with interview panels consisting of HPDPS staff and representatives from other police agencies.

The HPDPS has engaged Dr. Bob Smith, of Clear Direction, Inc., to develop a psychological evaluation focused on identifying potentially hidden racial biases of applicants. It is believed the HPDPS is one of the few agencies in the region, if not state, taking this leadership in better screening applicants who may be more prone to acting on their implicit biases.

While there is no evidence that police departments with representative populations are less likely to face claims of excessive force or discrimination, the Town believes that it is important for the HPDPS to resemble the greater community it serves. Recognizing the challenge of the population variance of the Town compared to Dallas County, the HPDPS is reinvigorating its college recruiting outreach efforts by: use of its website; using social media; and exploring officer recruitment incentives.



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Community Engagement

Community Assisting Neighbors (CAN)

Town employees formed this year CAN in a proactive effort to give-back to the greater community.



Projects have included preparing meals at the Ronald McDonald House (Dallas Children’s Hospital) and a food drive benefiting the South Dallas Community Food Center.

Kids Helping Kids

HPDPS personnel participates with the Highland Park High School *Kids Helping Kids* non-profit program created and run by teenagers looking to help children who are in need in the Dallas area. Primarily working with the Family Gateway shelter, the student’s goal is to make every child matter, including tutoring, throwing birthday parties, hosting activities, and raising money to provide basic needs.

Special Olympics Texas

First held in 1988, the HPDPS annually hosts the Breakfast in Blue as a fundraiser for the organization joining both the community and police officers in an informal environment. The breakfast coincides with the Law Enforcement Torch Run for Special Olympics, which is a grassroots effort by members of law enforcement agencies across the state benefiting Special Olympics.

Faith Leader Alliance

The Town recognizes a lack of familiarity can lead to misunderstanding and increase opportunities for conflict between police and the greater community they serve. Being open and honest means the Town may hear things that are uncomfortable, but important to hear. Knowing this, the Town recently initiated discussions with a local church to assist serving as bridge-builder with affiliated churches to facilitate these important conversations. It is expected that the discussions will lead to additional work by the Town in the ensuing years.

DEA & HPDPS Partner on Drug Take-Back Initiatives

As in past years, the Drug Enforcement Administration joined the HPDPS to schedule a Drug Take-Back initiative. More than 136 pounds of unwanted or expired medications were safely and properly disposed of after being collected from individuals at Town Hall on take back day.



Identity Theft Prevention Initiative/Document Shredding

During the fall and spring, the Town partners with the City of University Park offering residents free document shredding services. The Identity Theft Prevention Initiative allows citizens to safely dispose of their confidential documents and records. Information is provided to educate citizens on identity theft prevention and provide them with brochures on how to safeguard their personal information.

Use of Social Media

The Town, and particularly the HPDPS, regularly posts information on several social media sites such as Facebook, Twitter, and a Town-wide email service, Blue Zone News. Crime prevention initiatives, community events, public health alerts, and safety tips are just a few of the items posted on these sites. Positive police success stories that don't often make the local news are also posted on the Town's social media sites.

Recognition

National Recognition

For the twenty-eighth year, the HPDPS was recognized by the Commission on Accreditation for Law Enforcement Agencies (CALEA). An assessment team consisting of trained peer law enforcement personnel conduct an extensive on-site assessment of the HPDPS files and a thorough review of departmental policies and practices one year prior to a panel assessment in consideration of receiving a Certificate of Accreditation.

APPENDIX



21st Century Policing Work Initiatives

Highland Park Department of Public Safety

Pillar One – Building Trust and Legitimacy

Focuses on a need to build and/or restore trust between the community and law enforcement and reaffirm law enforcement as a legitimate and constitutionally limited authority.

Actions:

- The Chief has assigned an administrative assistant, who is a former Public Safety Officer (“PSO”), responsible for monitoring opportunities by the HPDPS to consider various work improvements identified by other law enforcement agencies implementing 21st Century Policing initiatives.
- Continue active participation with the Commission on Accreditation for Law Enforcement Agencies (“CALEA”).
- Effective January 1, 2016, initiation of a renewed focus and attention by the Town Administrator providing additional citizen civilian-based oversight of the HPDPS programs and activities led by the Chief.
- The HPDPS website promotes that each PSO is committed, and held accountable by the Chief, to treat all people with dignity and respect. The aspirational goal is to make every contact with the public a positive experience.

Pillar Two – Policy and Oversight

Addresses the importance of community-based policing policies governing law enforcement practices, particularly with respect to use of force.

Actions:

- Since 1994, the HPDPS has embraced the principals of community-based policing in order to reduce crime, create a safer community, and enhance the quality of life of residents.
- The Town has retained Dr. Alex del Carmen to independently prepare the Town’s Annual Racial Profiling Report for submittal to the Town Council and to the State. Additionally, Dr. del Carmen will report to the Town Council on the HPDPS’s activity and record keeping accuracy.
- The Town has also retained Dr. del Carmen to independently develop an annual report reviewing municipal court operations. The municipal court review will build on the analysis contained in the Racial Profiling Report by connecting it to the administration and handling of citations and defendants in the court. This assessment of the municipal court is the first of its kind known in the State. Additionally, Dr. del Carmen will report to the Town Council on the Court’s operation, activity, and record keeping accuracy.
- The HPDPS will continue providing on an annual basis each PSO Crisis Intervention Training focused on interacting with mentally disabled and emotionally charged persons on means to de-escalate a law enforcement engagement.

- Since 1988, any use-of-force by a PSO is reported in writing for review by the Chief for appropriateness. The Chief will submit a quarterly report to the Town Administrator and the Town Attorney identifying instances of use-of-force by a PSO. The Chief shall annually provide a summary to the Town Council.
- The HPDPS's Standard Operating Procedures provide for an independent and external investigation by a third party into any deadly use-of-force for potentially warranted prosecution.
- The HPDPS has been certified by CALEA since 1988. The award of accreditation by an independent and external peer review consisting of police officials, every three years, provides an opportunity for the Department's policies and procedures to be examined on a national level to provide accountability to the general public. Effective January 1, 2016, the CALEA Report will be provided to the Town Council at a public meeting.
- Training was completed the first week of February, 2016 by the purchase in November, 2015 of an integrated video-based training system for focused training on use-of-force with particular emphasis on de-escalation of community interactions. An annual report will be provided to the Town Council summarizing the type and number of hours of training each PSO receives with the system.
- As a trained emergency medical paramedic, each PSO maintains in the patrol vehicle tactical first-aid medical supplies to render immediate medical care to an individual.
- As result of conducting a word search for key racially biased words and or phrases, the Information Technology Department did not find the use of such in any Town email. The word search review will be conducted on a quarterly basis.
- PSOs have been provided bullet-proof body vests since 1984 and in 2008, it became mandatory that personnel wear the protective equipment.
- The HPDPS provides each PSO law enforcement, as additional force options, approved impact weapons (batons) and Oleoresin Capsicum (OC) spray and training for their appropriate use.
- The Town purchased Taser-manufactured Electronic Control Weapons (ECW) in October, 2015 for each PSO. The ECWs include a video camera for a secondary source of video recording in the event of a use-of-force incident involving the use of an ECW. Training in the use and care of an ECW was provided to each PSO by certified trainers.

Pillar Three – Technology and Social Media

Discusses the impact of technology, such as Body Worn Cameras (BWCs) and social media, on law enforcement strategies and policies.

Actions:

- Since 1995, the HPDPS has used in-car cameras for the review of law enforcement interactions with the public. In cases of use-of-force, video recordings are reviewed by the Chief, in addition to statistically random video recordings being reviewed by the Chief.
- Each PSO was equipped with Body Worn Cameras (BWC) as of July, 2015.
- The HPDPS website provides a link to an external website providing detailed crime statistics of the Town.
- The HPDPS utilizes a Facebook page, maintains a Twitter account, and uses a community email broadcast called "Blue Zone" to integrate with the community for police-related information.

- Citizens are able to submit an online survey providing feedback on a contact with PSOs. Awareness of the survey feature is promoted on the HPDPS's website page. An annual report will be provided to the Town Council summarizing both commendations and complaints received.
- The sally-port and jail area and related corridors are monitored and videoed with recordings retained for review, as needed.

Pillar Four – Community Policing and Crime Reduction

Expands on the concept of community policing and recommends that law enforcement agencies and officers commit to building relationships with the communities they serve—in particular those in disadvantaged communities, the mentally ill, people with disabilities, and at-risk youth.

Actions:

- The HPDPS website provides a copy of its policy concerning racial/bias-based profiling in addition to providing an online survey for an individual to submit a racial/bias-based profiling complaint.
- Since 1988, the HPDPS has raised money annually in support of Special Olympics through it hosting “Breakfast in Blue.”
- The Department participates annually in a “Walk – Bike to School” program, in conjunction with the local PTA, providing interaction among PSO personnel and the general public.
- Lieutenant Lance Koppa serves as the chair for the Dallas Area Drug Partnership.
- In conjunction with the University Park Police Department, the HPDPS participates in the funding of campus-based Drug Abuse Resistance Education (DARE) and School Resource Officer (SRO) officers with the Highland Park Independent School District.
- As part of National Night Out, each year the HPDPS hosts a community fair promoting police relations with residents while also showcasing operations of the Town's various other departments.
- The Chief shall pursue various avenues to engage, in an ongoing collaborative discussion, with community and faith leaders on topics important to forging even stronger relations with the community as a whole.
- The Department shall annually post to its website census information of PSO staffing.

Pillar Five – Training and Education

Recommends standardizing law enforcement training, calls for ongoing leadership training for all ranks, and establishing postgraduate courses for law enforcement executives.

Actions:

- The Chief, the Assistant Chief, and the Support Services Captain have attended the FBI Law Enforcement Academy. The Chief has submitted an application for two of the Operations Captains to attend, scheduled for the 2016 and 2017 classes.
- The Chief has attended the Institute for Law Enforcement Supervisors Schools.
- The Assistant Chief has attended the Senior Management Institute of Police.
- The Chief, the Assistant Chief, and the Town Administrator are scheduled to attend a one-day seminar titled, *North Texas Procedural Justice Summit*, hosted by the North Texas Police Chiefs Association with special speaker Vanita Gupta, Assistant U.S. Attorney in charge of all civil rights investigations.

- A one-day seminar titled, *21st Century Policing*, hosted by the Center for Public Safety Management, in association with the International City Management Association, was scheduled to be attended by the Chief and Town Administrator prior to the event being cancelled.
- The Chief, the Assistant Chief, and the Town Administrator continue to seek training opportunities to further expand the concepts and ideas promoted by the President's Task Force Report.
- Beginning with the FY 2015 budget year, the HPDPS reinitiated recruiting efforts with and various colleges particularly for minority applicants.
- The HPDPS provides 20 classroom hours annually to each PSO to promote each officer having the knowledge and skills to police constitutionally and carry the duties and functions of law enforcement through a wide range of tactics and skills.

Pillar Six – Wellness and Safety

Addresses the need to comprehensively assess the physical and mental health of the law enforcement officer throughout his career.

Actions:

- Texas Health Huguley Hospital provides a comprehensive annual physical including an intensive cardiac assessment for all PSO personnel.
- Dr. Amber Dawn Foreman is retained by the HPDPS and offers mental health assistance to all PSO personnel along with an opportunity for the Chief to require a mental health assessment of any PSO personnel on an as-needed basis.
- Prior to any final offer of employment, each PSO candidate undergoes an intensive psychological fit-for-duty examination by Dr. Foreman to ascertain the competency of the applicant being hired by the Department.
- The Department provides varied personal physical training equipment and supervision by offering traditional strength training with new forms such as Cross-fit, plyometric strengthening, etc.
- As part of the employment selection process, a psychologically-based personality assessment is conducted by Dr. Bob Smith to ascertain employee attributes defined by the Department for comparison to an applicant.
- The Department provides an Employee Assistance Program availing PSOs the opportunity for voluntary participation for mental health assistance. Participating members are not subject to discipline as a result of seeking the confidential assistance.