

# *Harris County Constable Precinct Three*

## *Strategic Plan*



**Fiscal Year 2017-2020**

## From the Desk of Constable Sherman Eagleton

To the Harris County Precinct 3 Community,

The values instituted under my new administration will focus on providing excellent service to the communities of Harris County in our care. My mission as your elected Constable is to provide the best police services and quality of life in all of Precinct Three. My staff and I will be held accountable to reduce, solve and prevent crime, strengthen communication, and build community relations.



Public safety is the departments' number one priority that will guide my administrations decisions for community enhancement. The department is establishing the first Precinct Three community policing unit augmented with a Problem Oriented Policing section that will based on intelligence policing. Our deputies will analyze crime trends and suppress crimes before they occur.

Your Precinct Three Constable works hard to make Harris County one of the safest counties in the nation. It is an effort that requires public and private partnerships to achieve. Therefore, I am thankful for all of our partners who are committed to working with us to improve our quality of life. I would like to credit our elected leadership Judge Ed Emmet and Commissioners Rodney Ellis, Jack Morman, Steve Radack, Jack Cagle for making public safety a top priority. Our private partners, such as our faith based organizations, None Government Organizations, support us by providing necessary follow up services to our residents. Moreover, there are many businesses that have come alongside our county by providing additional support.

As a result, the Harris County continues to remain one of the finest counties to live, raise a family, start a business, and retire. The quality of life we enjoy is as good as any community, anywhere.

On behalf of the Harris County Precinct Three Constable, I want to thank our community for having confidence in us to protect and serve you.

Respectfully,

*Sherman Eagleton - Constable*

## **INTRODUCTION**

The Precinct Three Constables Office proudly serves the communities of East Harris County, Texas. Precinct Three consists of roughly 310,385 residents. 194,057 of those residents are located in the unincorporated area and 116,328 of those residents reside within areas where Precinct Three shares responsibility with other law enforcement agencies. The department currently has 132 sworn deputies and 21 civilian employees.

Harris County Constable Precinct Three strives to remain at the forefront of professional policing. This is accomplished by addressing community safety as the department's primary concern. The men and women of Harris County Constable Precinct Three are wholeheartedly committed to the goal of keeping our neighborhoods crime free. From the officers on patrol, to the K9 Deputies, and from the Constable to the newest rookie deputy ... all maintain a strong spirit of commitment, teamwork, and service to Harris County, as we strive to put our community first.

In our commitment to protecting those who live and visit our community, we, Harris County Constable Precinct Three, must continue to develop our tactics, strategies and knowledge to confront those who attempt to break the law. We believe that strategic planning is a process in which we, as an organization, could address the four basic questions facing our department.

- 1) Where are we now? (What are our strengths and our weaknesses, where can we improve and what are our greatest threats?)
- 2) Where do we want to be in 4, 8, 12 or more years?
- 3) How will we get there? (What are our goals? What are our strategies to meet those goals?)
- 4) How will we know when we get there? (What performance procedures are in place to measure progress and outcome?)

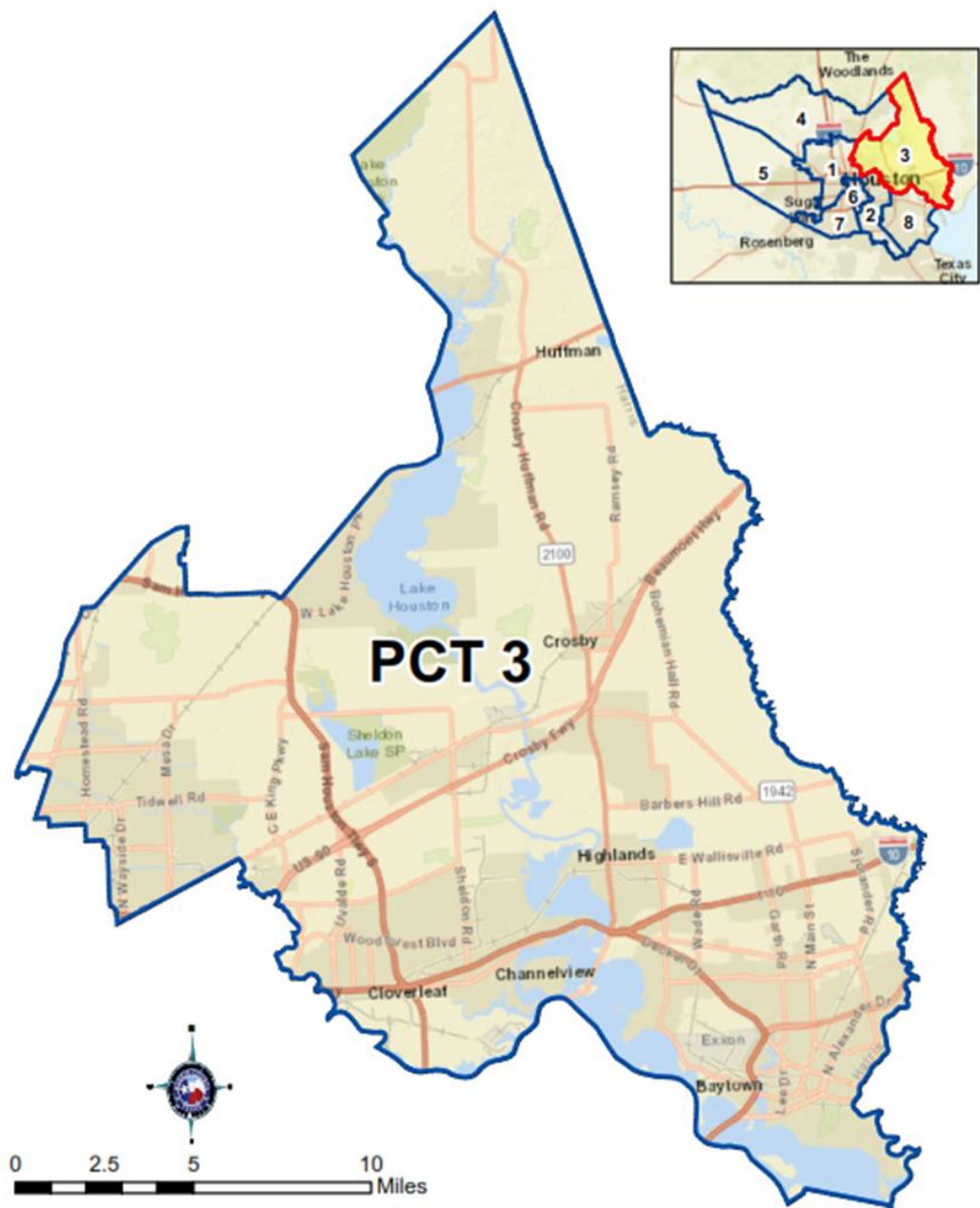
Addressing these four basic questions will continually move Harris County Constable Precinct Three forward. The members of Harris County Constable Precinct Three are committed to improving the quality of life for everyone in our community. This strategic plan serves as the roadmap to guide the department toward achieving its mission.

# *Harris County Constable Pct. 3*

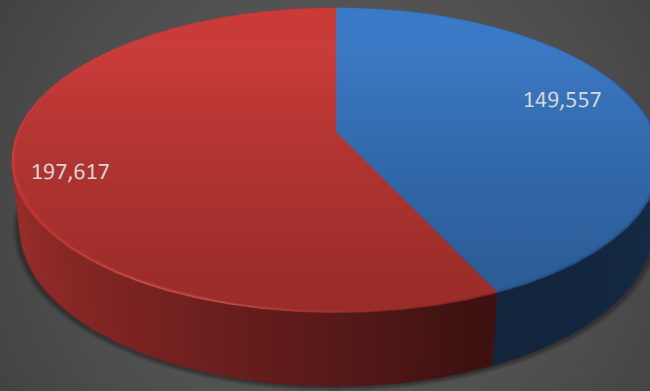
Harris County Constable Precinct Three is the eastern most precinct in Harris County, Texas. The population of Harris County Constable Precinct Three is culturally diverse, and as of 2010, the total population was 347,174.



## HARRIS COUNTY CONSTABLE/ JUSTICE OF THE PEACE PRECINCT 3

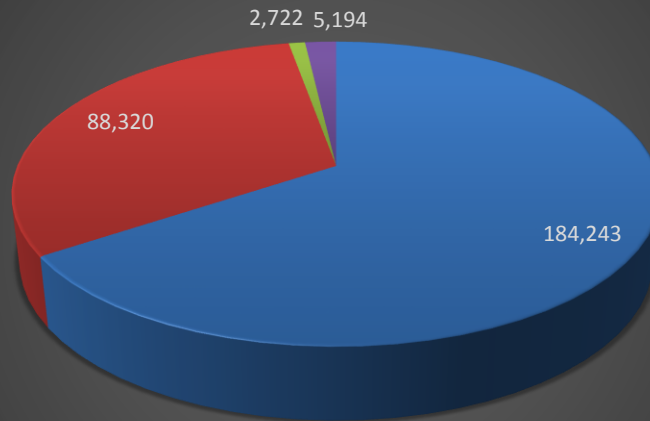


## Total Population



■ Hispanic (All Races) ■ Not Hispanic (All Races)

## Total Race Population



■ White ■ Black ■ American Indian ■ Asian

# **Harris County Constable Pct. 3**

## **Mission Statement**

The mission of the Harris County Precinct Three Constable's Office in partnership with the community, while affording dignity and respect to all persons, our mission is to maintain order and improve the quality of life of the residents of the area we serve.

## **Values Statement**

**Leadership**: Each member of the organization is responsible for establishing the direction of the department and communicating the vision at every level of the organization. We show the way in our community by going first and guiding those who follow. We are entrusted with caring for the spirit of the organization.

**Integrity**: Our value as your Constable is upon the respect and confidence we earn from the community and each other. The integrity of each individual, as well as the organization, is necessary for citizens to give us their trust. Without this trust, we cannot expect to form a partnership with the community.

**Excellence**: We meet challenges and adversity with perseverance to attain individual and organizational goals

**Fairness**: Fundamental to delivery of professional police service is the fair and equitable treatment of all individuals. Whether citizen or employee, all must be treated with dignity and respect.

**Teamwork**: Teamwork is essential to the successful operation of the Department. The team must include all employees working in partnership with each other and the community to attain our goals.

**Personal Responsibility**: Each of us has a personal responsibility for the success of our community. We respect, care about, trust and support each other. We respect and encourage individual responsibility, while recognizing we have a right and obligation to participate in leading our community.

# **Major Accomplishments of 2017**

- \*Constable Eagleton elected and took office Jan 1, 2017**
- \*Restructured chain of command and staffing levels according to needs, not wants**
- \*Reduced number of high ranking employees to put more boots on the ground**
- \*Restructured Internal Affairs Office, now the Office of the Inspector General**
- \*Implemented CIU (Criminal Interdiction Unit)**
- \*Implemented R.U.OK? (Senior Wellness Unit)**
- \*Implemented Environmental Crimes Unit**
- \*Created K9 Unit**
- \*Repaired trust with Federal, State, and Local Law Enforcement Agencies**
- \*New graphics on patrol cars**
- \*Reintroduced staff morale building programs such as: Officer and Civilian of the Month and Year, as well as other recognition awards**
- \*Evidence room inventory, clean up and restructuring**
- \*Rewriting Police Department's Policy and Procedures**
- \*Began the process to become a Texas Best Practices Recognized Department**
- \* Updated website and launched the use of social media**

## **2017 Short Term Goals**

Harris County Constable Precinct Three has established a list of goals that we will attempt to complete within the time frame as of January 1, 2017 – December 31, 2017. We will attempt to reach these goals without having a negative impact on our established budget. However, there may be times that some goals may require us to go to the Precinct Commission to request additional funds and we will attempt to keep those instances to a minimum. Some of the goals that we will attempt to accomplish throughout the year will be labor and staff intensive. The goals that are outlined here are designed to bring Harris County Constable Precinct Three to the forefront of the policing community.

1. Become an accredited Agency with the Texas Police Chiefs Association Best Practices Law Enforcement Recognition Program
2. Establish a new Department Policy and Procedure Manual
3. Purchase 17 marked units, and 3 unmarked units
4. Become fully staffed by the end of 2017
5. Lower overall crime rate by 20%
6. Improve and introduce new social media connections
7. Increase grant funding
8. Revamp the Police Chaplain program
9. Create CIU Unit
10. Create R.U.OK
11. Create Environmental Unit
12. Create K9 Unit



# **Improvements Currently Being Made to Harris County Precinct 3 Constable's Office**

Harris County Constable Precinct Three has identified key areas where focus will be placed to improve departmental function and overall improve police services provided. In the next three years, emphasis will be placed on the following Strategic Initiatives:

1. Crime Reduction
2. Professional Development and Training Solutions
3. Recruitment and Retention
4. Innovation for the Future
5. Strengthen Communications
6. Strengthen Preparedness Capabilities
7. Improve Traffic Safety
8. Accreditation Efforts
9. Enhancing Facilities & Communications
10. Forecast Fiscal Obligations
11. Enhance and Support Employee Wellness
12. Improve Internal Affairs (Office of Inspector General)

## **1. CRIME REDUCTION**

### **Enhance Patrol Operation Capabilities**

Patrol operations are the main task of any law enforcement organization. Patrol officers are the most visible aspect of the constables department, and the person's called when someone needs help or assistance. Patrol officers respond to calls, take reports, make arrests, process crime scenes, gather and collect evidence, assist at wreck scenes, and write reports. They perform community policing tasks, assist with traffic safety, and are the first responders to all calls for service. The department has added 15 more patrol slots by reorganization of current department assets. The department has reclassified none critical positions and has deployed them to the front lines of the patrol division to provide the best service.

### **Enhance Community Policing Capabilities**

To promote and support problem solving and community-partnership activities, police agencies must replace traditional hierarchical and authoritarian organizational structures with democratic management styles, at least in part. The goal: a flexible, non-bureaucratic organization in which individual deputies and supervisors are able to use initiative and creativity to design custom solutions

to unique local problems. The department has broken the Precinct Three area of responsibility into four beat areas;

Beat 1- North East Houston/Parkway/Greenwood/Summerwood

Beat 2 - North Shore/Pine trails/Channelview/Cloverleaf

Beat 3 - Highlands/Barrett Station/North Baytown

Beat 4- Crosby/Huffman

The department will assign 2 deputies to each beat area, including a Problem Oriented Policing Deputy, and a crime analyst. The deputies will be the direct representatives and liaisons for the community to work with Precinct Three to enhance community safety and quality of life.

## **2. PROFESSIONAL DEVELOPMENT AND TRAINING SOLUTIONS**

The long term goal is to maintain a continuity of service to our agency and the surrounding Law Enforcement Community as we strive to become a leader in professionally trained policing and a training hub for Texas Police Agencies. Precinct 3 will continue to monitor TCOLE's mandated training that is required for individual officers.

### **Expand and Improve Field Training Program (FTO)**

Constable Eagleton, upon taking office, immediately identified the FTO program as one of our key departmental weaknesses. It is our goal to build one of the best run FTO programs in Harris County.

### **Increase use of In-house Subject Matter Experts**

Like the FTO program, another area of weakness identified by Constable Eagleton is the continued education and training of experienced officers. It is our position that if you are not improving through training, you are sliding backwards. Due to the increasing expense of going to outside training events, it is our goal to develop in-house Subject Matter Experts. This will both eliminate the external costs of training, but has the potential to bring in revenue by charging other departments to attend our training.

### **Implement a Constables Police Leadership Institute**

Leadership is key in improving a department. It is our goal to send each of our leaders to a Police Leadership Institute training, no matter their level of experience. This effort will be key in developing an agency where people want to work, and where citizens trust that their law enforcement is doing right.

### **Annual Mandatory/As-Needed Training**

To help Precinct 3 Personnel to meet their training needs, our Office has developed an annual mandatory 40 hour block of training as well as As-Needed Training as the situations arises. Because of the demanding schedule and the increase in workforce, we foresee hiring/assigning an employee to oversee all training aspects of the department by 2018. Because of our efforts to create a more professional agency, our budget for training needs to be increased over the next few years.

### **Training Facility**

In the pursuit of excellence, any organization wants to keep its appearance professional and in line with current law enforcement trends regarding training. In 2017 we seek a new main office with a professional training room to be able to host the training events previously mentioned.

## **3. ENHANCE RECRUITMENT AND RETENTION**

Increasing requests for Precinct 3 to respond to community complaints and concerns is putting a burden on personnel. The Constable's Office is gaining respect and confidence in its citizens, but the result are that we increasingly are unable to keep up with the demand. We are in need of additional personnel to meet the demands of the citizens. Our current budget does not allow for the needed increases and so we will be requesting the help of our Commissioners Court to increase our numbers.

Creating an employee retention and recruitment plan can address the underlying causes of potential turnover and shortages. Retention rate is the percentage of employees that stay with the organization and turnover describes the percentage of employees who leave the agency, by either voluntary resignation or involuntary termination. Recruitment is the process of finding candidates, reviewing applicant credentials, screening potential employees, and selecting employees for an organization. Effective recruitment results in an organization hiring employees who are skilled, experienced, and fits well within your department's culture. Recruitment methods should ensure engaged, competent, productive employees who are loyal to our organization. The question is how we achieve these goals.

### **Identify Additional Recruiting Sources**

It is the goal of this office to become an agency where skilled and dedicated law enforcement professionals want to be a part of and where they are proud to wear our uniform. It is our goal to identify resources such as career fairs and school presentations to help recruit good candidates.

### **Conduct an Annual Analysis**

This office will conduct an annual analysis of our recruitment and retention to better address any shortfalls that may exist.

### **Implement a Pct. 3 Recognition and awards program**

It is our belief that positive recognition for a job well done is crucial to a positive work environment where employees feel appreciated for their efforts. We have developed and implemented a Recognition and Awards program where an employee is selected as “Employee of the Month” and we also recognize actions that go above and beyond the call of duty as they occur.

## **4. INNOVATE FOR THE FUTURE**

### **Develop a Department Wide Body Camera Implementation Plan**

In conjunction with the County, we are working to implement body cameras for every deputy. It is our position that body cameras will capture the professional job that our deputies perform on a daily basis, and at the same time, provide crucial evidence to assist in the prosecution of criminal cases.

### **Fully Integrate E-Citations**

Electronic citations have a range of benefits from having a back-up copy of a citation to being able to better read the citations since there will be no handwriting to decipher. It is our goal to completely change from hand written citations to e-citations as soon as possible.

### **Transition to Touch Screen Tablet Computers**

Touch screen technology makes navigation through software so much easier, quicker and safer for deputies so they do not have to worry about using the mouse pad while operating a vehicle. It is our goal to fully transition to touch screen tablet computers as soon as possible.

### **Identify and Prioritize Technology Needs**

Technology has advanced in many areas. These areas account for both departmental needs as well as wants. We are dedicated to upgrading our technological capabilities but we also understand that there is a prioritization of needs that must be addressed.

### **Conduct an Elderly Protection Feasibility and Funding study**

Constable Eagleton identified the elderly citizens in Pct. 3 as a demographic that is underserved by the County. In order to address this problem, Constable Eagleton developed the R.U.OK program, which consists of civilian employees contacting elderly citizens who have signed up for the program on a scheduled basis to check on them and make sure they are not wanting for any basic needs. If the phone call goes unanswered, a deputy is dispatched to their home to physically check their welfare.

### **Conduct an Unmanned Aerial Vehicle (UAV – Drone) Feasibility and Funding study**

Harris County Precinct 3 has a huge problem with environmental crimes. These crimes often go under the radar of law enforcement because of its unique nature and because it is not immediately life threatening. We are dedicated to improving the environmental conditions in Harris County Precinct 3 and we will be conducting a feasibility study to see if we would be able to operate drones to be used in discovering and investigating environmental crimes.

### **Expand our Grant Application Efforts**

One of the reoccurring problems facing this agency is the lack of sufficient funding to upgrade equipment, obtain equipment that we have never owned, replaced nonworking equipment and so on. We have begun pursuing Grants in different areas, but we want to do more. We will be hiring a person who their full time job will be Grants. They will be in charge of researching, writing and maintaining grants to benefit this department.

### **Conduct a Mapping Software Feasibility and Funding Study**

We are in the process of meeting with the Harris County Sheriff's Office to use technology to identify areas that need specific police attention for a variety of reasons. We will be conducting a study to learn whether it is financially feasible to use this technology with our current budget.

### **Conduct an Annual Technology Assessment**

In order to stay as up to date as possible on our technological advancements, we will conduct an annual assessment of where we were at the beginning of the year, where we stand at the end of the year and where we would like to be at the end of the next year. Put into action, this will assist with goal setting for the following year.

### **Explore On-Line Reporting Possibilities**

As we are a part of an ever advancing internet based society, we wish to explore internet options to give our citizens more tools to help make their community a safer place. This includes the possibility of reporting certain crimes or suspicious circumstances online.

### **Improve Radio Dispatch System**

Dispatch is the lifeline of the community. It is essential that the communications equipment is in good working order and that there are sufficient, well trained, communication professionals in our Dispatch Center. We are working to upgrade the dispatch center and grow our communications team.

### **Bar Coding Evidence improvement**

Evidence maintenance is essential to a well-run police department. It is of the utmost importance that our evidence room be well organized and maintained. Bar coding the evidentiary items helps with inventory and item tracking and we will continue to improve the system that is now in place.

## **5. STRENGTHEN COMMUNICATIONS**

### **Annually Host a Citizens Police Academy**

Many people are interested in seeing what police work really consists of. This can be done by offering a citizen's police academy where the citizen can see what we do and how we do it. They also have the opportunity to comment and ask questions, which can both help them to better understand and also help law enforcement to see others points of view and maybe even find a better way of doing things.

### **Conduct a Citizen Satisfaction Survey**

In order to see what improvement has been made in our relationships with the community and what still needs to be accomplished, it is our goal to conduct a Citizen Satisfaction Survey. An anonymous survey will allow the citizens to speak their mind and help us to achieve our goals.

### **Capture the History of the Precinct**

We are currently examining the historic crime rates, population growth and expansion, business growth and other areas in Precinct 3. Armed with this knowledge we will be able to see where we need to focus our attention and where and how we need to grow in order to address the unique issues in Precinct 3.

### **Engage Minority Communities**

Pct. 3, like many others areas in this nation, has a history of its minority communities being disengaged from the operations of the government that serves them. It is the goal of this department to help the minority communities to be engaged and feel invested in the operations of their local government.

### **Coffee with a Constable events**

It is imperative that the community trust law enforcement. One of the best ways of accomplishing this, is to have the police and citizens both see that we are all people with common goals and interests. Coffee with police events have proven to be successful all over the nation. It is a fun and easy way for the community to get to know its law enforcement leaders. It is our goal to establish a regular Coffee with a Constable event.

### **Tweet-A-Long Events**

As part of our Social Media growth, we will be implementing a Twitter initiative where we will be tweeting out important emergency information, requests for public assistance and other helpful law enforcement related tips.

### **Continue to Enhance Social Media**

Social media has become an integral part of life for many and it is imperative that we join that world to communicate with our communities. It is our goal to expand and develop our social media program.

### **Improve the Employee Performance Evaluation Instrument**

Although Employee Performance Evaluations do not give a complete picture of how a person is doing their job, it is the best current way to measure job performance. In effort to improve Performance Evaluations, we will be redesigning our Performance Evaluations Instrument to better address job performance.

### **Improve Citizen Complaint Process**

Once of the best ways to gain the public's trust is to show that we hear the communities concerns and that we take them very seriously. One of the best ways to demonstrate this is to hold ourselves accountable for our actions. One way to accomplish this is to have a simple citizen complaint process where we can investigate citizen concerns or complaint.

### **Expand participation in Community Service Organizations**

Many organizations have implemented community service initiatives in Precinct 3. We will continue reaching out to those organizations to offer our support and assistance.

### **Promote Volunteerism**

Precinct 3 understands the value of serving our fellow men. It is our goal to promote volunteerism in the precinct. We have initiated programs where the public can assist our agency in providing service to the people we serve. We currently have and continue to seek volunteers in; our R.U.OK program, where citizens assist in calling senior citizens to check on their health and welfare; our Chaplain program, where citizens volunteer their time to serve as Chaplains in our agency, and others.

### **Emphasize use of the CD3 Tip Line**

Our agency has developed a tip line where citizens can go to our website and submit tips and information anonymously or they can provide their information for follow up. The tips are sent directly to a deputy in case they need immediate action.

### **Improve Transparency**

Just as was mentioned in the Citizen Complaint Process section, we want to show our community that we take their concerns very seriously. Another way to accomplish this is to be as transparent as possible, without sacrificing our criminal investigations. We are dedicated to being as transparent as possible, and when we cannot release information due to privacy concerns or because of an ongoing criminal investigation, we will explain the reason for not being able to release that information.

## **6. STRENGTHEN PREPAREDNESS CAPABILITIES**

### **Implement Critical Incident Management Training**

We are a police agency in a part of the coast that is likely to be hit hard by a hurricane or other disaster. In times past, this agency has responded really without direction. We are in the process of establishing a Critical Incident Command and we will attend or provide Critical Incident Management Training in order to be prepared for an emergency and be a help to the County as they manage the disaster response.

### **Formalize Critical Incident Policy and Procedures**

We are in the process of establishing a Critical Incident Policy and Procedures in order to be prepared for and provide instruction in an emergency.

### **Implement an Emergency Management Specialist Position(s)**

It is our goal to implement an Emergency Management Specialist Position to spearhead our Emergency Response in a disaster.

## **7. IMPROVE TRAFFIC SAFETY**

### **Targeted Traffic Enforcement and Engineering Initiative**

We will be doing selective traffic enforcement in key areas where crash incidents are frequent. This initiative will reduce the number of crashes which will save lives and reduce injuries within the precinct. We will also work with County Engineering to address traffic control signs and devices in an attempt to reduce traffic related injury and death.

### **Participation in Traffic Safety Campaigns**

To further our commitment to traffic safety, we will join with other organizations in their traffic safety campaigns to show our support and assist in the efforts to make Harris County streets safer.



## **8. SUPPORT ACCREDITATION EFFORTS**



Harris County Constable Sherman Eagleton immediately began the process of becoming accredited upon taking office in Jan 2017. Constable Eagleton appointed Captain Kirk Bonsal as the coordinator. Harris County Constable Precinct Three anticipates being fully accredited by December 2017.

### **Accreditation**

Harris County Constable Precinct Three is dedicated to being a part of the Texas Police Chief's Association Recognition Program. This program was designed specifically for Texas agencies and shows that the department has the highest standards for a law enforcement agency. There are 160 best practice standards that the department must meet in order to be recognized. As of this publication, we have had our pre-assessment and received the results. We are currently rewriting the department's policy manual to bring it in line with the best practice standards and making other changes in order to be a part of the program. In the following months we will continue with the accreditation process with the goal of completing the Recognition Program by the end of 2017.

Once we become a Recognized Department, the task of updating and changing with best practices continues and we will stay in line with those best practices.

## **9. ENHANCE FACILITIES & COMMUNICATIONS**

### **Expand Dispatch Center**

The current dispatch center is substandard for what is needed. Our dispatchers are the lifeline of this community and they are in need of a better dispatch center. It is our goal to expand the center to allow for better equipment and more dispatchers.

### **Train dispatchers to enhance citizen's calls**

Our dispatchers do a great job, but we can always be improving. It is our goal to provide training for our dispatchers to assist in making communications with our dispatch center the best possible.

### **Improve Existing Communications System**

Our current communications system is antiquated and needs upgrading. It is our goal to update the communications system to provide the best service possible to our community and our deputies.

## **10. FORECAST FISCAL OBLIGATIONS**

### **Anticipate Budget Needs and “End of Life” of Equipment**

Much of the equipment at Precinct 3 is substandard and antiquated. It is our goal to update the department. We will research the various costs of bringing the department up to date to anticipate the budget needs to accomplish our goals. We will undoubtedly need the assistance of Commissioners Court to meet our goals.

### **Vehicle Rotation & Replacement Plan**

Increasing maintenance costs continue to be an issue due to the age of our fleet. The national recommendation on the life span of a police vehicle is about 100,000 miles. Several of our vehicles are ten years old or older and have surpassed the 100,000 mile lifespan.

We have begun a replacement program of upgrading these vehicles. In 2017 we will purchase seventeen marked patrol units for the Patrol Bureau, and three unmarked units other assignments.



We plan to continue vehicle purchases in the coming years at a rate of five to ten vehicles per year as our replacement plan goes into effect. This program will reduce maintenance costs as well as increase officer safety and efficiency, while staying within approved budgets.

### **4 Year Capital Needs Plan**

This agency is poised to do great things, but there are many shortfalls that need to be remedied. In order for Precinct 3 to effectively respond to the needs of this community, we will need to;

- Add 21 full time patrol deputies to our patrol division
- Increase our fuel budget as more cars on the streets means more fuel burned to run them. Our fuel usage has more than doubled and that doesn't take into account fuel for new hires or fuel that will be used to run rescue equipment in case of an emergency
- Replace and purchase additional vehicles for our fleet. We have an aging and limited fleet where deputies are sharing vehicles. When a vehicle goes down, we do not have any

replacements so the deputy is off the street until we can get him a new vehicle or get the old one running again.

- Replace nearly every radio as the current ones are set to be obsolete in a few years
- Replace and purchase additional laptop computers for the cars
- Replace and purchase additional desktop computers

## **11. ENHANCE AND SUPPORT EMPLOYEE WELLNESS**

### **Implement a Department Wide Physical Fitness Program**

Overall health is a concern for all law enforcement nationwide, and we at Precinct 3 are no different. A fit peace officer is better able to protect themselves and the public. It is our goal to implement a department wide physical fitness program to help encourage our deputies to stay in shape.

### **Implement Officer Nutrition plan**

More important than physical fitness is what we are putting into our bodies. We will develop a nutrition plan to help deputies stay fit and healthy.

### **Certified Physical Fitness Instructor**

It is our goal to have a certified physical fitness instructor on staff to answer questions and provide classes to assist our staff in staying healthy and fit.

## **12. OFFICE OF THE INSPECTOR GENERAL**

The Office of the Inspector General (OIG) (Internal Affairs Division) was established in 2017 under the direction of Constable Eagleton. Chief Inspector Jorey Herrscher oversees the operation of the OIG and Captain Kirk Bonsal directs and oversees all OIG investigations. The primary mission of the OIG is to ensure that allegations against department personnel are thoroughly investigated. OIG investigations are designed to protect the public, the department and employees; to provide the basis for correcting improper employee behavior; and to ensure the continued high standards of Harris County Constable Precinct Three.

The OIG also provides department executives with information concerning trends and conditions that might negatively affect the integrity of the department or harm the public's trust in the department.

### **Commending a Precinct 3 Employee**

Harris County Constable Precinct Three welcomes positive input from the public concerning our employees. Employee commendations from the public help us assess

individual employee performance and let us know when we are doing things that meet the public's expectations.

Members of the public can commend an employee or group of employees through local supervisors or through Headquarters. All commendations and positive comments will be shared with the employee's commanders and may be shared with the employee and the rest of the department.

Persons wishing to commend employees through local supervisors may call, send a letter, or speak with a supervisor in person.

### **Complaints about employee misconduct**

Employee misconduct includes violations of the law, civil rights, or department policy. Complaints alleging that an individual or group of employees has engaged in misconduct will be reviewed by the OIG. Depending on the nature of the complaint, allegations of misconduct will be investigated by the OIG, Captain Bonsal, or the employee's immediate supervisor. During the investigation, the person making the complaint will be interviewed, as will witnesses and the employee; generally, investigations will be completed within 90 days and the person making the complaint will be notified when the investigation is complete.

Occasionally, the initial review by the OIG indicates that an investigation is not warranted. In such cases, the person making the complaint will be notified. Complaints that will not be investigated by the department include those that do not allege a violation of department rules and those involving a difference of opinion about whether a ticket was properly issued. Although not all complaints will be formally investigated, the OIG will work with department commanders and persons making complaints to address concerns raised.

### **Implementation**

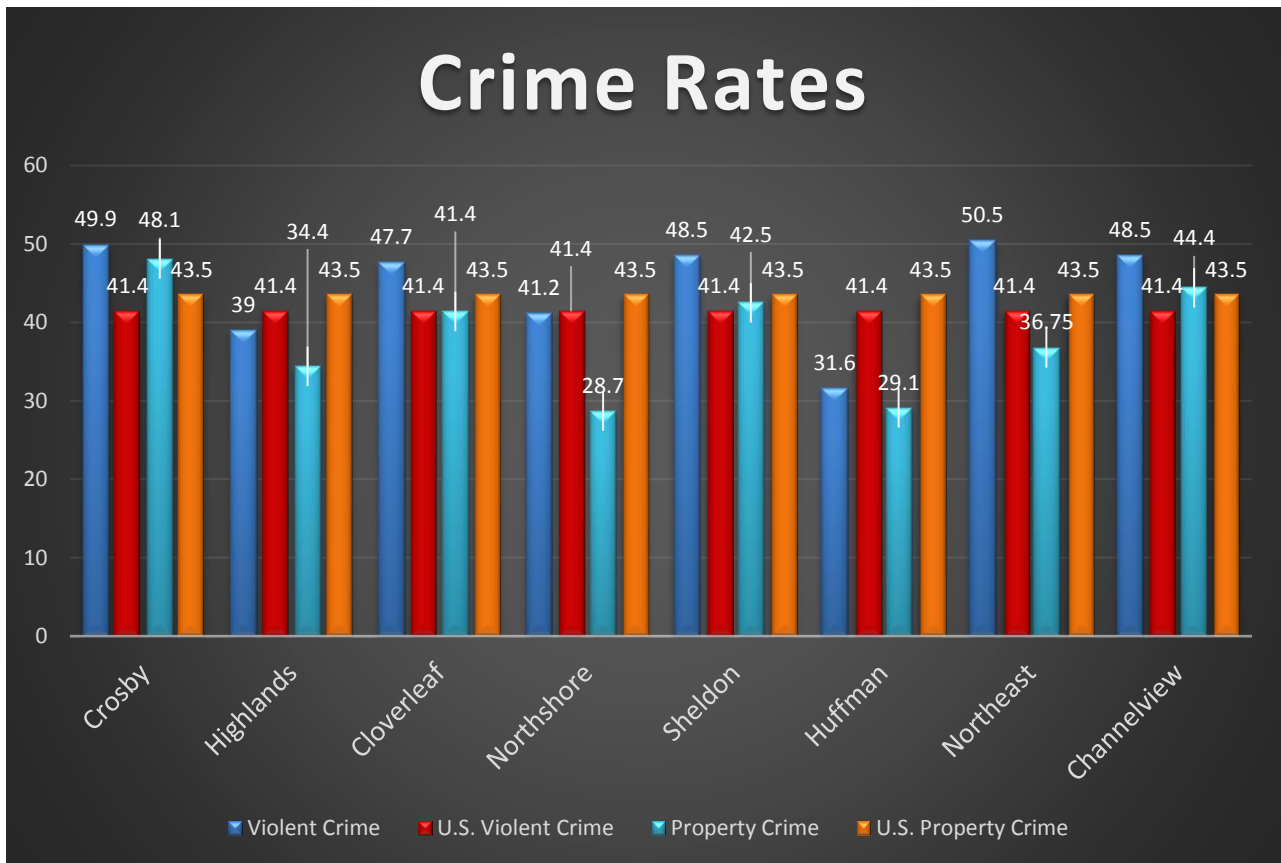
Starting in 2017 Harris County Constable Precinct Three implemented a formal discipline matrix and instituted a disciplinary committee consisting of 6 members of the department of all ranks. The matrix was issued to show all employees there would be a fair and balanced form of discipline if the complaint is sustained against them, and the disciplinary committee was instituted to show that neither favoritism nor being "black balled" would be tolerated.

A formal Office of the Inspector General was also implemented. This Office will serve to investigate misconduct against employees. The OIG will continue to monitor current complaints and current trends in law enforcement. They will inform the Constable of any findings.

## HARRIS COUNTY CONSTABLE PRECINCT THREE CRIME STATUS

In 2015 Harris County Precinct Three experienced a rise in violent crime. On a scale from 1 to 100, violent crime in Pct. 3 was 45.2. Violent crime is composed of four offenses: murder and non-negligent manslaughter, forcible rape, robbery, and aggravated assault. The US average is 41.4.

Property crime, on a scale from 1 to 100, was 38.8; however this low number was averaged to include rural low crime areas the precinct serves. In some areas the number was as high as 49. Property crime includes the offenses of burglary, larceny-theft, motor vehicle theft, and arson. The object of the theft-type offenses is the taking of money or property, but there is no force or threat of force against the victims. The US average is 43.5.





Precinct Three is committed to the philosophy of community policing as the fundamental manner in which police services are delivered. The term “community policing” refers to both an organizational philosophy and a department wide operational strategy which promotes a new and dynamic partnership between the people and their constables.

The premise is for both the community and their constables to work together to identify, prioritize, and solve contemporary problems such as crime, the fear of crime, social and physical disorder, and general neighborhood decay, with the goal of

## CRIME TRENDS

Though contemporary policing encompasses much more than crime fighting, the public views the basic mission of their police department to keep the community safe from crime.

To ensure continuing progress and success in implementing the Strategic Plan, the plan will be evaluated on an annual basis by the Research and Analysis Unit.

A report will be published annually and the status of goals will be presented by each assigned responsible party at our Community Policing meetings.

## CONCLUSION

The Strategic Plan outlines this Agency's service efforts, accomplishments and future challenges. The strategic goals, associated objectives and action items are intended to serve as a guide as we focus on the long-term and short-term needs of both the Agency and the community. The Strategic Plan is not only a plan, but also a process that will evolve each year through an annual review, which will allow us to modify the plan as challenges arise. In the future, there will be continuous updates to this plan as we strive to serve the community the best way possible. We will endeavor to remain on the cutting edge of emerging technologies and continue to build upon innovative strategies such as intelligence-led and predictive policing. Providing excellence in service will continue to remain a top priority as we move into the future.

Respectfully,

*Sherman Eagleton*

Sherman Eagleton

Constable