

# CITY OF BELLAIRE TEXAS

MAYOR AND COUNCIL

JUNE 8, 2015

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CenterPoint Energy  
Community Center

Workshop Session  
City Council Pre-Budget Retreat

8:30 A.M.

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7001 FIFTH STREET  
BELLAIRE, TX 77401



## Mayor

Dr. Philip L. Nauert

## Mayor Pro Tem

Amanda B. Nathan

## Councilman

James P. Avioli Sr.

## Councilman

Pat B. McLaughlan

## Councilman

Roman F. Reed

## Councilman

Gus E. Pappas

## Councilman

Andrew S. Friedberg

### **Mission Statement:**

***The City of Bellaire is dedicated to outstanding quality service and facilities to ensure an open, progressive, and secure community.***

**WORKSHOP SESSION (CITY COUNCIL PRE-BUDGET RETREAT) – 8:30 A.M.**

- A. Call to Order and Announcement of a Quorum - Dr. Philip L. Nauert, Mayor.**
- B. Review and Update of City Council Priorities.**
- C. Review and Update of City Council Rules of Procedure.**
- D. Presentation and Discussion of Capital Improvement Program (CIP).**
- E. Review and Discussion of Fiscal Forecast Assumptions and Projections.**
- F. Discussion of Draft Fiscal Year 2016 Management Projects.**
- G. Adjourn.**

**CERTIFICATE**

I, the undersigned authority, do hereby certify that the agenda set forth above regarding a Workshop Session (City Council Pre-Budget Retreat) of the City Council of the City of Bellaire, Texas, to be held on Monday, June 8, 2015, was posted on the City's official bulletin board located on an outside west wall of City Hall, 7008 South Rice Avenue, Bellaire, Texas, a place convenient and readily accessible to the general public at all times, and was posted on the following date at the stated time: Thursday, June 4, 2015, at \_\_\_\_\_ a.m./p.m.

\_\_\_\_\_  
Tracy L. Dutton, TRMC  
City Clerk  
City of Bellaire, Texas

This facility is wheelchair accessible and accessible parking spaces are available. Requests for accommodations or interpretive services must be made 48 hours prior to this meeting. Please contact the City of Bellaire's ADA Coordinator, Yolanda Williams, at (713) 662-8270 or FAX (713) 662-8212.

**CERTIFICATE OF REMOVAL**

I, the undersigned authority, do hereby certify that the agenda set forth above regarding a Workshop Session (City Council Pre-Budget Retreat) of the City Council of the City of Bellaire, Texas, to be held on Monday, June 8, 2015, was removed by me from the City's official bulletin board located on an outside west wall of City Hall, 7008 South Rice Avenue, Bellaire, Texas, on the \_\_\_\_\_ day of \_\_\_\_\_, 2015, at \_\_\_\_\_ a.m./p.m.

\_\_\_\_\_  
Tracy L. Dutton, TRMC  
City Clerk  
City of Bellaire, Texas





City of Bellaire  
City Council Pre-Budget Retreat  
Monday, June 8, 2015



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# Agenda

## **Morning**

1. Review and Update of Council Priorities
2. Review and Update of Council Rules of Procedure

## **Afternoon**

3. Presentation/Discussion of CIP
4. Review of Fiscal Forecast Assumptions and Projections
5. Discussion of Draft FY 2016 Management Projects



# Bellaire City Council Priorities

(as of April 2015)

Residential/Commercial Safety	Public Infrastructure & Facilities	Residential & Recreation	Budget & Finance	Economic Development
✓ Public Awareness of Council's Top Priority	✓ Proceed with Rebuild Bellaire Phase 5	✓ Support Evelyn's Park	✓ Evaluate Costs v. Benefits of City Services	✓ Implement the Comprehensive Plan
✓ Provide for Police & Fire	✓ Infrastructure Maintenance & Analysis	✓ Support & Implement Parks Master Plan & Town Square	✓ Compensation Study	✓ Encourage New Business & Business Expansion
✓ Effective Community Outreach & Education	✓ Develop Facilities Plan	✓ Consider Commercial/Institutional Impact on Residents	✓ Budget Development	✓ Foster Dialogue with Business Community
✓ Safety & Security Public Feedback Forum	✓ Evaluate Opportunities to Accelerate Projects	✓ Beautification Plan	✓ Protect Favorable Bond Rating	✓ Remain Sensitive to & Address Commercial Impact on Residential Areas
✓ Potential Safety & Security Policies			✓ Protect Asset Value	O Develop & Implement an Economic Development Plan
			✓ Pursue Bond Refunding Opportunities	
			✓ Mid-Year Financial Review	

✓ Completed/In Recurring Base Budget  
O Not Completed/Not in Recurring Base Budget

**CITY COUNCIL OF THE  
CITY OF BELLAIRE, TEXAS**

**CITY COUNCIL PRIORITIES**

**FOR THE PERIOD  
2012-2014**

**Date of Adoption:    March 19, 2012  
Revised:    March 18, 2013**

**A. RESIDENTIAL/COMMERCIAL SAFETY FOCUS AREA:**

**Statement:**

**The City Council of the City of Bellaire, Texas, is dedicated to providing a safe and secure community, as well as to enhance the quality of life, for its residents and corporate citizens.**

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**It is a priority of this council to:**

- Ensure that the Bellaire public is fully aware that safety and security are the City's number one priorities.
  - Newsletter features
  - State of the City/Open House
  - Semi-annual community meetings
- Ensure that the Bellaire Police and Fire Departments are provided the resources to remain fully staffed, equipped, trained and ready to respond to provide maximum protection to our citizens.
  - Accelerated salary adjustments
  - More aggressive recruitment
  - Competitive benefits package
  - Planned use of donations (BPFFA and Wilson estate)
  - New building
  - Training and equipment funded as base items
- Maintain effective community outreach and education programs in the Fire and Police Departments to ensure that citizens are informed and aware of programs and activities designed to enhance the safety of the public.
  - Creation and implementation of public safety outreach team
  - May 9 Family Public Safety Day
- Provide a forum for the public to provide feedback with respect to safety and security concerns.
  - Semi-annual community meetings
  - Implementation of "Your neighbor"
  - Promotion of neighborhood watch
- Examine the potential for developing new policies that will enhance the safety and security of the community.
  - Camera mapping
  - Pedestrian safety
  - Neighborhood watch
  - Mobility Study



## **B. PUBLIC INFRASTRUCTURE AND FACILITIES FOCUS AREA:**

### **Statement:**

**The City Council of the City of Bellaire, Texas, is dedicated to ensuring that the existing public infrastructure and facilities are reviewed, evaluated, and maintained to the highest possible standard for its residents and corporate citizens and that the acquisition of new public infrastructure and facilities, if appropriate, will be considered with the best interests of Bellaire's residents and corporate citizens in mind.**

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### **It is a priority of this council to:**

- Proceed directly with Rebuild Bellaire Phase 5.
  - Fully Implemented (Final Bond Sale – August 2015)
- Ensure that streets, sanitary and storm sewers, and water lines are constructed and maintained using state of the art methods and materials, and that infrastructure failure is analyzed to provide information for continual process improvement.
  - Asset data management (proactive response to infrastructure failures)
  - Updated infrastructure reports from City Engineer
- Develop an appropriate facilities plan to address the current needs of the Police/Courts Building and City Hall/Civic Center based on Facilities Condition Assessment.
  - Projects funded and in design
- Continue to evaluate opportunities to take advantage of favorable economic conditions to accelerate public infrastructure projects.
  - Emphasis put on developing and following project schedules, and selling bonds when cash actually needed

## **C. RESIDENTIAL AND RECREATIONAL FOCUS AREA:**

### **Statement:**

**The City Council of the City of Bellaire, Texas, will take a proactive role in the long-term development of cultural and recreational areas and implementation of community character enhancements to ensure that Bellaire is the most desirable city in the area.**

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**It is a priority of this council to:**

- Support the development of Evelyn's Park.
  - \$5m included in November 2013 bond referendum
  - City \$5m contribution included in operating agreement
  - Construction contract awarded in May
  - Programmed \$250,000 for maintenance on base budget
- Continue to support and implement the Parks Master Plan and Bellaire Town Square.
  - Parks master plan approved Spring of 2015
  - Projects included in Capital Plan
- Remain sensitive to and address commercial/institutional impact on adjacent residential areas.
  - Focus of neighborhood traffic management team
- Develop and implement a plan for City Beautification.
  - Improvements to Holly Street
  - Tree care in Paseo Park
  - Fence around WWTP
  - Plantings in R.O.W.
  - Ugly signs removed
  - Overall improvements to park maintenance
  - Positive working relationship with Patrons, NDC, Evelyn's Park
  - Enhance Holiday Lighting

**D. BUDGET AND FINANCE FOCUS AREA:**

**Statement:**

**The City Council of the City of Bellaire, Texas, is dedicated to ensuring the continued development of sound fiscal policies and effective budget oversight.**

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**It is a priority of this council to:**

- Evaluate costs vs. benefits of all City services and programs.
  - Creation of Revenue Team
  - Creation of linkage between services and budget (service plans)
  - Limits on expenditure increases

- Direct a review of employee compensation with the goal of ensuring that the compensation plan is competitive within the local job market.
  - Salary study Fall 2014
  - Enhanced wellness initiatives (lower the cost of city health benefits)
- Proactively protect City's favorable bond rating.
  - Financial Management policies
  - Pay attention to trends impacting ending balances (Five year forecast)
- Proactively protect City's asset value.
  - Engineer reports on street, drainage, water, sewer,
  - Implementation of five year CIP
- Proactively pursue refunding opportunities for existing bond issuances.
  - Always evaluated by financial advisor and staff
- Conduct a mid-year financial review.
  - Done

## **E. ECONOMIC DEVELOPMENT FOCUS AREA**

### **Statement:**

**The City Council of the City of Bellaire Texas is dedicated to proactively seeking ways to enhance economic viability of the Bellaire business community in concert with the Comprehensive Plan, as approved and adopted on November 16, 2009**

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### **It is a priority of this council to:**

- Draft and adopt ordinances to facilitate the implementation of the Comprehensive Plan.
  - Transition from RDD Zoning District to UV-T District
  - Rezoned downtown to UVD and CMU Districts
- Encourage new business development; facilitate business expansion and provide a diverse basis of business opportunities for residents.
  - Staff respects rights of property owners

- Foster a structured dialogue with the business community.
  - Work with BBA
  - H-GAC Opportunities
- Remain sensitive to and address commercial/institutional impact on adjacent residential areas.
  - Positive working relationship with Uptown on development of transit center
  - Diligent enforcement of zoning
- Develop and implement an economic development plan.



**CITY COUNCIL  
OF THE  
CITY OF BELLAIRE, TEXAS**

**RULES OF PROCEDURE  
2012 – 2014**

**Adopted: 02/12/96**  
**1<sup>st</sup> Revision: 10/07/02**  
**2<sup>nd</sup> Revision: 02/16/04**  
**3<sup>rd</sup> Revision: 01/16/06**  
**4<sup>th</sup> Revision: 02/04/08**  
**5<sup>th</sup> Revision: 03/01/10**  
**6<sup>th</sup> Revision: 04/05/10**

**7<sup>th</sup> Revision: 01/16/12**

**RULES OF PROCEDURE, 2012-2014  
OF THE CITY COUNCIL  
CITY OF BELLAIRE, TEXAS**

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## ART. 1.

### ARTICLE 1.

#### INTRODUCTION

The City Council of the City of Bellaire, Texas, does hereby adopt this **Rules of Procedure** document as the official **Rules of Procedure ("Rules")** of the City Council of the City of Bellaire, Texas ("City Council"). The purpose of these *Rules* is to establish an orderly and effective method for conducting the official business of the City of Bellaire, Texas ("City"), during the meetings of the City Council.

The original date of adoption of the *Rules* occurred on February 12, 1996, by the following members serving on the City Council:

Harold L. Penn	-	Mayor
Sandra Shafto	-	Mayor Pro Tem
Millie Hast	-	Councilwoman
Dan Hayes	-	Councilman
David Strauss	-	Councilman
Tom Phillips	-	Councilman
Pat McLaughlan	-	Councilman

The *Rules* were revised and adopted on October 7, 2002 (first revision), by the following members serving on the City Council:

Mary Ann Goode	-	Mayor
Phil Nauert	-	Mayor Pro Tem
John F. Monday	-	Councilman
Cynthia Siegel	-	Councilwoman
Debra Marz Davison	-	Councilwoman
Pat McLaughlan	-	Councilman
Alexia Sidney	-	Councilwoman

The *Rules* were revised and adopted on February 16, 2004 (second revision), by the following members serving on the City Council:

Cynthia Siegel	-	Mayor
Phil Nauert	-	Mayor Pro Tem
John F. Monday	-	Councilman
Peggy Faulk	-	Councilwoman
Debra Marz Davison	-	Councilwoman
Pat McLaughlan	-	Councilman
John Jeffery	-	Councilman

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## **ART. 1.**

The *Rules* were revised and adopted on January 16, 2006 (third revision), by the following members serving on the City Council:

Cynthia Siegel	-	Mayor
Peggy Faulk	-	Mayor Pro Tem
Will Hickman	-	Councilman
John F. Monday	-	Councilman
Debra Marz Davison	-	Councilwoman
Pat McLaughlan	-	Councilman
John Jeffery	-	Councilman

The *Rules* were revised and adopted on February 4, 2008 (fourth revision), by the following members serving on the City Council:

Cynthia Siegel	-	Mayor
Peggy Faulk	-	Mayor Pro Tem
Will Hickman	-	Councilman
James P. Avioli, Sr.	-	Councilman
Phil Nauert	-	Councilman
Pat McLaughlan	-	Councilman
John Jeffery	-	Councilman

The *Rules* were revised and adopted on March 1, 2010 (fifth revision), by the following members serving on the City Council:

Cynthia Siegel	-	Mayor
Phil Nauert	-	Mayor Pro Tem
Will Hickman	-	Councilman
James P. Avioli, Sr.	-	Councilman
Corbett Daniel Parker	-	Councilman
Andrew Friedberg	-	Councilman
Mandy Nathan	-	Councilwoman

The *Rules* were revised and the revisions approved on April 5, 2010 (sixth revision), by the following members serving on the City Council:

Cynthia Siegel	-	Mayor
Phil Nauert	-	Mayor Pro Tem
Will Hickman	-	Councilman
James P. Avioli, Sr.	-	Councilman
Corbett Daniel Parker	-	Councilman
Andrew Friedberg	-	Councilman
Mandy Nathan	-	Councilwoman

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**ART. 1.**

The *Rules* were revised and adopted on January 16, 2012 (seventh revision), by the following members serving on the City Council:

Philip L. Nauert	-	Mayor
Amanda B. Nathan	-	Mayor Pro Tem
Roman F. Reed	-	Councilman
James P. Avioli, Sr.	-	Councilman
Corbett Daniel Parker	-	Councilman
Pat B. McLaughlan	-	Councilman
Andrew S. Friedberg	-	Councilman

**ART. 2.**

**ARTICLE 2.**

**AUTHORITY**

*Article II, The Council, Section 17, Rules of Procedure; Journal, of the Charter of the City of Bellaire, Texas, as amended November 7, 2006 ("City Charter"), grants to the City Council the right to determine its own rules of procedure; these Rules are enumerated under and by authority of such provisions.*

{ Remainder of page intentionally left blank }

**ARTICLE 3.****GENERAL RULES OF PROCEDURE AND POLICIES****Section A. Rules of City Council.**

The City Council shall determine its own rules and order of business (*Article II, The Council, Section 17, Rules of Procedure; Journal, of the City Charter*).

**Section B. Construction of Authority.**

The construction of authority in all matters associated with the meetings and activities of the City Council, including the Agenda, shall be: 1) the U.S. Constitution and statutes of the United States of America; 2) the Texas Constitution and statutes of the State of Texas; 3) the *City Charter*; 4) the *Code of Ordinances of the City of Bellaire, Texas* ("*City Code*"); 5) these *Rules*, and 6) *Robert's Rules of Order, Newly Revised 10<sup>th</sup> Edition (2000)* ("*Robert's Rules*").

**Section C. Meetings Shall Be Public.**

All meetings of the City Council shall be public, and notices thereof shall be posted as provided under the *Texas Government Code, Chapter 551, Open Meetings Act*. Except in the case of an emergency meeting, notice of all meetings shall be given 72 hours before the time set for any meeting.

**Section D. Conduct of Meetings.**

Meetings of the City Council shall be conducted according to the *Rules* adopted by the City Council, as well as the terms and provisions of *Robert's Rules* when not inconsistent. Meetings will generally be digitally recorded and replayed for televised viewing on the City public access television channel and available on the City website.

**Section E. Regular Meetings.**

Regular meetings of the City Council shall be on the first and third Mondays of each month at 7:00 p.m.

**Section F. Special Meetings.**

Special meetings may be called upon request of the Mayor, City Manager, or two (2) members of City Council.

**Section G. Emergency Meetings.**

In case of an emergency or urgent public necessity, which shall be expressed in the notice, it shall be sufficient if members receive and notice is posted two (2) hours before the meeting is convened. Notice shall be provided also to the media in accordance with the *Texas Government Code, Section 551.047*.

**Section H. Workshops.**

Workshops are special meetings called for the purpose of conducting a detailed and thorough exploration of matters that may properly come before City Council. (See also: Article 7., Workshop Policies and Procedures, page 14.)

**Section I. Executive Sessions.**

Executive sessions are sessions closed to the public. They are only permitted for the purposes of discussing matters enumerated in *Chapter 551, Open Meetings Act*, of the *Texas Government Code*. Disclosure of topics to be discussed shall be made to the public in accordance with the requirements of the *Open Meetings Act*.

The City Council can retire into an executive session as stated on a posted agenda during a regular or special meeting, if a motion is duly made and seconded and affirmed by a majority of Council. However, before said session begins, the Mayor shall announce that the executive session is commencing. The order in which an executive session may appear on the agenda is subject to the discretion of City Council. A certified record of the meeting will be created by the Mayor or his/her designee, sealed and permanently kept, subject to opening by Court order. No voting or action shall be taken by the Council during an executive session. No other subject but that posted on the agenda is to be considered. Adjournment of the executive session and any vote needed shall be made during the open public meeting.

**Section J. Other Public Meetings.**

The City Council may call other public meetings for the purposes of receiving public input. Public hearings are meetings legally required by Texas statutes and the *City Code* to record public comment on a matter being considered by the City Council. These same statutes and ordinances also govern how the public hearings are to be conducted.

Town meetings are public meetings called by the City Council to present matters of public interest and to receive public comment on such matters. These meetings also include annual "State of the City" reports to the public and annual reports by City Boards, Commissions, and Committees.

**Section K. Recessed Meetings.**

No meeting shall be recessed for a longer period of time than until the next regular meeting except when required information has not been received, or, in the case of workshops or special meetings, to a date certain by motion duly passed.

**Section L. Quorum.**

A quorum is four (4) members, of whom the Mayor shall be counted as one (*Article II, The Council, Section 15, Meetings of Council, City Charter*). The affirmative vote of four (4) members of the City Council shall be required for any motion to pass.

**Section M. Absence of Mayor.**

The Mayor Pro Tempore shall act in the absence of the Mayor at a scheduled meeting.

**Section N. Absence of Both Mayor and Mayor Pro Tempore.**

In the absence of both the Mayor and the Mayor Pro Tempore at a scheduled meeting, the member of City Council who holds the lowest numbered City Council position (i.e., position number 1, position number 2, etc.) among the members present shall preside over the meeting in their absence.

**Section O. Absence of City Council Members.**

If a member of City Council shall be absent from Council meetings for a continuous period of two (2) months, at the discretion of City Council, he/she shall forfeit the office (*Article II, The Council, Section 7, Absence from Council Meetings, City Charter*).

**Section P. City Manager or Assistant City Manager.**

The City Manager or Assistant City Manager, unless excused, shall attend all City Council meetings and, upon request, schedule workshop sessions and shall make recommendations and take part in discussion. He/she shall orally provide periodic public status reports on City matters to the City Council and the community at such Council meetings.

**Section Q. City Attorney or Acting City Attorney.**

The City Attorney or Acting City Attorney, unless excused, shall attend all City Council meetings and shall provide opinions on questions of law. He/she shall orally provide periodic public status reports on legal matters at such Council meetings. The City Attorney or Acting City Attorney shall also serve as parliamentarian and advise the City Council on procedural matters when requested.

**Section R. City Clerk or Acting City Clerk.**

The City Clerk or Acting City Clerk shall attend all meetings of record, unless excused, and keep all official minutes, digital files and tapes of City Council proceedings.

**Section S. Attendance of City Employees or City Consultants.**

The City Council may request, through the City Manager, that any employee or consultant of the City attend City Council meetings to present information relating to business before the City Council.

**Section T. Review and Discipline.**

Complaints, charges, and discipline concerning members of City Council or City personnel shall be discussed in Executive Session unless the person charged or the person against whom a complaint has been lodged shall request a public hearing. City Council shall also receive any reports and/or recommendations as shall be submitted by the City Manager concerning City personnel.

**Section U. Minutes of Meetings.**

Minutes of all proceedings of the City Council shall be recorded and shall be open to public inspection (*Article II, The Council, Section 17, Rules of Procedure; Journal, of the City Charter*). Unless otherwise specifically requested by any member of City Council with respect to any agenda item, such minutes shall concisely state all matters presented to City Council for a vote and a record of the action taken.

**Section V. Suspension and Amendment of Rules.**

Any provisions of these *Rules* not governed by federal or state law or the *City Charter* may be temporarily suspended by a vote of five (5) members of the City Council and may be amended by a vote of five (5) members of the City Council, if such amendment was introduced at the previous regular meeting of City Council and shall have received preliminary approval of City Council at such meeting.



**ARTICLE 4.****ORDER OF BUSINESS****Section A. Agenda.**

The Mayor and City Manager or an appropriate designee, shall prepare an agenda and cause the same to be posted 72 hours prior to a meeting. Agendas shall be delivered to members of City Council on or before 6:00 p.m. of the day of posting, or within such additional time thereafter as shall be necessary. No item shall be included in the agenda unless a request to include the same has been made to the City Manager or City Clerk on or before noon on the Wednesday next preceding the date of the meeting. In the event of an emergency meeting of City Council, this provision shall be suspended when not inconsistent with the provisions of federal or state law or the *City Charter*.

In order to facilitate the agenda process, any member of City Council or the City Manager may place an item on the agenda. Staff assistance, if required, should be requested through the City Manager. Agenda items must be provided to the City Clerk's office at City Hall by noon on the Wednesday preceding the date of the meeting.

**Section B. Consent Agenda.**

There is hereby established, as a part of every agenda for regular and/or special meetings of the City Council, a portion of said agenda that shall be labeled "Consent Agenda." Said Consent Agenda may consist of any and all business regularly coming before the City Council, excluding: i) ordinances finally adopting amendments to *Chapter 24, Planning and Zoning Regulations*, of the *City Code*; ii) ordinances adopting or amending, on either first, second, or third reading, existing franchise or new franchise ordinances; and iii) ordinances adopting, amending, or otherwise relating to the budget of the City.

All items set out in the Consent Agenda shall be deemed passed upon the passage of an affirmative motion, by a vote of at least four (4) members of the City Council, that the Consent Agenda be adopted. The City Clerk is authorized to affix to all ordinances therein set out, consecutive numbers beginning with the first number available for new ordinances. No further action shall be deemed necessary, and all such items appearing thereon, upon the passage of such motion, shall be deemed adopted as if voted upon separately and as if the caption and/or body of any ordinance therein set out shall have been read in full.

Any one member of City Council may request at any time that an item be removed from the Consent Agenda and considered separately. Such request shall be honored as if it had been passed by a majority vote (*Chapter 2, Administration, Article II, Legislation, Division 1, Generally, Section 2-19, Consent Agenda*, of the *City Code*).

**Section C. City Manager Shall Provide Analysis.**

The City Manager shall provide City Council with an analysis of items to be on the agenda, as promptly as possible, but not later than Thursday immediately preceding the date of the meeting; however, in the case of an emergency, this provision shall be suspended.

**Section D. City Manager to Issue Weekly Communiqué.**

The City Manager shall issue a weekly communiqué of current affairs, problems, and other matters that should properly be brought before City Council. Such communiqué shall be made available to City Council on or before the end of each week.

**Section E. Postponement of Consideration of Agenda Items.**

In the event a motion is made requesting additional information or for delay to obtain additional information and is passed by a vote of four (4) members of the City Council, City Council may postpone action on such agenda item to the next regular meeting of the City Council or such later meeting as shall be necessary to receive needed information.

**Section F. Minutes of Previous Meeting.**

The City Clerk shall be directed to have prepared and submitted to City Council no later than Thursday preceding a regular Monday meeting, the minutes of the last regular meeting of City Council.

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**ARTICLE 5.****AGENDA PROCEDURE****Section A. Mayor Shall Read.**

The Mayor shall read the agenda item and provide any explanation required. All motions on agenda items shall be made and seconded prior to any debate or action by City Council. In addition, in the event individuals shall come before City Council, the Mayor shall introduce the person making the presentation or invite that person to introduce him or herself.

**Section B. Council Discussion.**

Items on the agenda shall be formally considered by motions duly made and seconded by any of the several members of City Council. In the event an item provides for consideration and action on a proposed ordinance, the caption of the ordinance shall be read and included as a part of the motion. Following a motion duly made and seconded, debate and discussion shall begin.

**Section C. Mayor or Clerk to State Question.**

Before any vote is taken on any question or ordinance before the City Council, the Mayor or City Clerk shall restate the motion.

**Section D. Mayor or Clerk to Announce the Vote.**

The Mayor or the City Clerk shall, at the conclusion of the vote on each question properly submitted, announce the result.

**Section E. Vote on Any Motion.**

All votes on any motion shall be recorded and, if not unanimous, should clearly state the name of each member of City Council voting in the minority and/or abstaining.

**Section F. Abstention.**

An abstention from voting shall not be considered as approving or disapproving the motion. The person abstaining, upon request of four (4) members of City Council, may state the reasons for abstaining for the record; however, said member of City Council may decline.

**Section G. Conflicts of Interest Disclosed by Affidavit.**

A member of City Council must file an affidavit stating the nature and extent of his or her interest prior to the consideration of the agenda item involved. [See also: *Chapter 2, Administration, Article 6, Code of Ethics*, of the *City Code*.]

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**ARTICLE 6.****AGENDA ORDER**

The following sequence of items is the desired order for conducting the business of the City Council. However, at the discretion of the Mayor, when it appears that it is in the best interest of the City Council and the citizens of Bellaire, any item appearing on the agenda may be considered in any order determined by the Mayor. In addition, the City Manager may authorize adjustments to this agenda order as shall be necessary to carry forward the intent of the City Council.

**Section A. Call to Order.**

The Mayor shall call the meeting to order.

**Section B. Announcement of a Quorum.**

The Mayor shall announce that a quorum of the City Council is present and shall state, for the record, the names of all members of City Council that are absent.

**Section C. Inspirational Reading and/or Invocation.**

Members of the City Council will alternate reading a brief inspirational message and/or invocation.

**Section D. Pledge of Allegiance.**

A member of the City Council conducting the inspirational reading and/or invocation shall lead the Pledge of Allegiance to the United States and Texas flags.

**Section E. Recognition of Proclamations.****Section F. Approval or Correction of Minutes.**

The minutes of the previous meeting of City Council shall be submitted to City Council and either be approved as submitted or be corrected and approved as corrected. Any member of City Council that was absent from a particular meeting may still vote on the minutes of the meeting by relying on his fellow members of City Council and/or by reviewing the recorded digital video recordings as to the accuracy of those minutes.

**Section G. Personal/Audience Comments.**

Individuals wishing to address City Council will have a time limit of up to five (5) minutes, with no extension, and with notice to said individual(s) after four (4) minutes that there is one (1) minute left. All individuals desiring to address City Council must submit a request to speak on a sign-up sheet to the City Clerk prior to the posted time of the meeting. Any request received after this time may be considered for the following City Council meeting. [See also: *Article 8., Rules Governing Comments from Audience*, p. 15.]

**Section H. Reports.**

The City Manager, City Attorney, Chief Financial Officer, Director of Public Works, Consultants, and such others shall submit reports, as needed, to City Council. City Council shall move to accept the reports as part of the record, if affirmed by a majority of Council.

**Section I. New Business.****Section J. Items for Future Agendas; Community Interest Items from the Mayor and City Council.**

It is the intent of this item to provide any member of City Council the opportunity to request to place new items on the agenda of the next Regular Meeting of City Council pursuant to *Article 4, Order of Business, Section A, Agenda*, and/or make a report about items of community interest during a City Council meeting, said community items of interest of which may include expressions of thanks, congratulations, or condolences; information regarding holiday schedules; honorary recognition of City officials, employees, or other citizens or entities; reminders of upcoming events sponsored by the City or another entity that is scheduled to be attended by a City official or City employee; and announcements involving an imminent threat to the public health and safety of the citizens of Bellaire that has arisen after the posting of the agenda.

**Section K. Adjournment.**

A meeting of City Council may be adjourned by a majority of those members of City Council present and voting.



**ARTICLE 7.****WORKSHOP POLICIES AND PROCEDURES****Section A. Purpose.**

City Council may call and hold workshop sessions for the purpose of conducting a detailed and thorough exploration of matters that may properly come before City Council. The following rules shall prevail for the call and conduct of workshop sessions.

**Section B. Agenda.**

Only a limited number of matters shall be considered by City Council during a workshop session, and sufficient time for consideration of such matters shall be provided.

**Section C. Documents and Exhibits to be Presented.**

In the event of a called workshop session, all documents, exhibits, maps, plats, architectural drawings, specifications, and other similar documents shall be made available to City Council at least 72 hours before the beginning of such workshop session in order that sufficient time may be allowed for each member of City Council to study such documents and be prepared to discuss the same in the workshop.

**Section D. Questions of a Technical Nature.**

All questions of a technical nature, which require a detailed explanation for understanding, may be considered in a workshop session; and City Council shall be authorized to request the appearance of such employees of the City or outside experts as may be necessary to secure factual answers to such technical questions. Requests for staff attendance shall be directed to the City Manager.

**Section E. Prohibitions Against Ordinances or Motions.**

No ordinances or motions shall be considered at a workshop session. An informal motion may be made requesting an item be put on a subsequent meeting agenda, request additional information, or to schedule additional workshop sessions. Informal motions may be passed by a vote of four (4) members of the City Council.

**Section F. Audience Comments or Questions.**

Audience comments or questions will not be considered at a workshop session.

**ARTICLE 8.**

**RULES GOVERNING COMMENTS FROM AUDIENCE**

**Section A. Purpose.**

It is the desire of the City Council to hear from the citizens of Bellaire and to stimulate discussion of subjects that are properly a concern of the City Council. The following rules shall control audience comments.

**Section B. Mayor to State Rules for Audience Comments.**

Immediately preceding the opening of audience comments, the Mayor shall summarize briefly the rules governing comments from the audience. [See also: *Article 6., Agenda Order, Section 6., Personal/Audience Comments*, page 13.]

**Section C. Mayor Shall Recognize Interested Citizens.**

Each individual desiring to comment must first be recognized by the Mayor and shall first give his name and address. The Mayor shall recognize each individual, in turn, hearing from all who desire to comment.

**Section D. Time Limit.**

A time limit of up to five (5) minutes, with no extension, and with notice after four (4) minutes that one (1) minute is left, shall govern each comment under "Personal/Audience Comments.

**Section E. Termination of Audience Comments.**

Audience comments may be concluded by the Mayor. This action may be appealed or overturned by a vote of four (4) members of the City Council. In the event of pressing business before the City Council or matters requiring immediate City Council attention or action, the City Council may, prior to the opening of audience comments, by a vote of four (4) members of the City Council, set a different maximum time limit for each comment. At any time, the City Council may terminate audience comments for a particular City Council meeting by a vote of four (4) members of the City Council. In all cases, the Mayor shall announce the conclusion of audience comments.

**Section F. Subjects Introduced by the Public During a Meeting of the City Council.**

Any inquiry made at a meeting by the public regarding a subject for which notice has not been given on the agenda, may be responded to with a statement of factual information or a recitation of existing policy. Any deliberation or decision about the subject of inquiry shall be limited to a proposal to place the subject on a future agenda for a subsequent meeting.

**Section G. Preservation of Order.**

The Mayor shall preserve order and decorum and, if necessary, shall cause to be silenced or removed from the Council Chamber any person speaking out of order or disrupting the order of the meeting.

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**ARTICLE 9.**

**RULES GOVERNING PUBLIC HEARINGS**

**Section A. Call to Order.**

The Mayor shall call the meeting to order.

**Section B. Announcement of a Quorum.**

The Mayor shall announce that a quorum is present and shall state, for the record, the names of all members of City Council who are absent.

**Section C. Notice of the Public Hearing.**

The City Clerk shall read the notice and call for the public hearing. This is the same notice that was published and/or mailed to all persons entitled to written notice.

**Section D. Summary of Procedure.**

The City Manager shall be recognized to present a brief summary of the procedure to be followed during the public hearing.

**Section E. Presentation of Proposal.**

The applicant or recommending body is recognized to explain the proposal. The presentation will be limited to 15 minutes unless otherwise agreed to by a majority vote of City Council.

**Section F. Recognition of Citizens.**

The Mayor will recognize citizens who have completed a sign-up sheet prior to the commencement of the meeting. Each individual will be given a time limit of up to five (5) minutes, with no extension, and notice after four (4) minutes that there is one (1) minute left for comments. Questions shall be addressed to the Mayor.

**Section G. Questions from Mayor and Members of City Council.**

The Mayor and City Council will have an opportunity to ask questions of the applicant or of staff concerning the proposal, but shall express no opinions at the public hearing.

**Section H. Close of the Public Hearing.**

Following the comments from citizens who have submitted requests to speak on sign-up sheets, the Mayor will close the public hearing and adjourn the meeting.

**Section I. Written Public Comments.**

Oral public comment on the application will not be received following the close of the public hearing. The public may submit written comments to the City Council prior to its final deliberation. All written comments on the application must be received in the City Clerk's office by noon on the Thursday preceding the meeting of final deliberation for inclusion in the public record of the application and its proceedings.

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**ARTICLE 10.****SELECTED RULES OF PARLIAMENTARY PROCEDURE**

This article is a brief discussion of the parliamentary rules, which shall guide the conduct of business before the City Council. These *Rules*, and the provisions of *Robert's Rules*, shall control the deliberations of the City Council, provided they are not inconsistent with federal or state law or the *City Charter*. This section is simply a guide to those rules that may be the most useful in the orderly consideration of City business before City Council. [Further detail may be found in *Robert's Rules of Parliamentary Procedure, Newly Revised 10<sup>th</sup> edition (2000)*.]

**Section A. Preservation of Order.**

The Mayor shall preserve order and decorum, prevent the impugning of members' motives, and confine members to debate of the questions under discussion.

**Section B. Motion to Adjourn.**

A motion to adjourn may be made at any time upon being recognized by the Mayor so long as no one has been previously recognized and is speaking; such a motion requires a second and it requires a majority vote to pass.

**Section C. Point of Order.**

A member of City Council may raise a point of order at any time whether or not another member of City Council is speaking. A point of order is a statement to the Mayor that a particular motion before the City Council or other matter is out of order, or to make an inquiry of the Mayor as to parliamentary procedure, or for information. As soon as a point of order has been disposed of, the person interrupted may continue speaking.

In the event that the Mayor overrules a member of City Council asserting a point of order, the Council Member may appeal to the members of City Council for a final decision. The Mayor shall then briefly state the reasons for that decision; the decision of the Mayor may be overruled by a vote of four (4) members of the City Council.

**Section D. Suspension of the Rules.**

A member of City Council may move to suspend the rules that interfere with a particular matter that is of apparent importance to the City Council and should be considered by the City Council immediately, or a ruling by the Mayor to be out of order. In order for a suspension of the rules to be accomplished, it is necessary that a vote of five (5) members be obtained. However, a motion to suspend the rules cannot interrupt an individual speaking.

**Section E. Motion to Withdraw a Motion.**

A person making the motion may move to withdraw the motion, and it is withdrawn unless an objection is raised. If a member of City Council objects to the withdrawal of the motion, then the Mayor, upon motion from a member of City Council, may put the matter to an immediate vote and if four (4) members of the City Council vote to allow removal of the motion, it is withdrawn.

**Section F. Motion to Object to the Consideration of a Motion.**

A member of City Council may object to the consideration of a motion, and such objection may be made at any time, even when a member of City Council is speaking. In order to stop the consideration of a motion, a two-thirds (2/3) vote of the members of City Council present is required, which in no event shall be less than four (4) members of the City Council.

**Section G. Motion to Lay a Pending Motion on the Table.**

A motion to lay a pending motion on the table means to set aside temporarily and is correctly used to set aside the accepted order of business. Reasons for this may include to take up a more urgent item of business, or to hear a speaker who cannot stay for the completion of the pending business. In order to table a motion, a motion to table must be made and can only be made at such time when another member of City Council is not speaking; the matter must then be immediately put to a vote by the Mayor and upon a vote of four (4) members of City Council, it may be tabled.

**Section H. Motion to Take a Question from the Table.**

A motion previously laid on the table may be taken from the table by a majority vote as soon as the interrupting business is disposed of.

**Section I. Motion to Postpone.**

A motion to postpone consideration of a matter can be used by: 1) postponing the motion until a certain time; 2) postponing the motion and referring it to a committee for further investigation; or 3) postponing the motion indefinitely, which kills the motion. A motion to postpone is debatable and amendable. In order to postpone a motion, a motion must be made and can only be made at such time as another member of City Council is not speaking. A simple majority vote is required for the motion to pass.

**Section J. Motion to Close Debate or to Move the Previous Question.**

A motion to close debate on a particular matter or to move the previous question is a motion to stop debate on the original motion. This motion can only be made at such time as the Mayor recognizes the person making the motion and no one else is speaking. If this motion is made and seconded, debate stops immediately and the vote is taken. However, this motion can only be considered if both sides of the issue have been presented during the debate. In order to close debate, a two-thirds (2/3) majority is necessary.

**Section K. Amend a Pending Motion.**

A member of City Council stating that he/she wishes to modify the wording by adding and/or striking out may amend a motion. This motion is debatable and such amendment can be passed by a vote of four (4) members of the City Council.

**Section L. Substitute Motion.**

A member of City Council who desires to substitute a motion for the one being considered may make a substitute motion at any time. [I move to substitute for the pending motion the following: . . . .] As soon as a substitute motion is made, it acts as an amendment and is itself amendable; however, the vote on the original question is not necessary. The question is the motion to substitute.

**Section M. Questions to Contain One (1) Subject.**

All questions submitted for vote shall contain only one subject. If two (2) or more subjects are involved, any member of City Council may require its division.

**Section N. Order of Precedence of Motions.**

*Robert's Rules* shall prevail as to the order of precedence of motions and types of motions.

**Section O. Right to Floor.**

Any member of City Council desiring to speak shall be recognized by the Mayor and shall confine his/her remarks to the subject under consideration. No member shall speak more than once to a question until every member wishing to speak shall have spoken.

**Section P. Point of Order.**

The Mayor shall determine all points of order, subject to the right of any member to appeal to the City Council or request a parliamentary opinion of the City Attorney.



**Section Q. Reconsideration of an Action of City Council.**

A member of City Council who voted with the majority (on the prevailing side) can only make such motion to reconsider no later than the next succeeding regular meeting. Any member can second it. No question shall be reconsidered, except by vote of four (4) members of the City Council, except that action relating to any contract may be reconsidered at any time, before final execution thereof. The action must be stated as "reconsideration" on the agenda.

# CITY OF BELLAIRE STRATEGIC PLANNING MODEL



# DRAFT CAPITAL IMPROVEMENT PLAN SUMMARY

**FY2015-FY2020**

City of Bellaire, Texas

June 2015

By Category	2016	2017	2018	2019	2020	Future	TOTAL	% of Total
Streets & Drainage	\$10,596,042	\$8,076,277	\$8,146,379	\$8,222,089	\$8,303,856	\$0	\$43,344,643	44%
Water & Wastewater	\$530,000	\$3,775,000	\$2,900,000	\$3,035,000	\$3,365,000	\$0	\$13,605,000	14%
Facilities	\$12,560,000	\$150,000	\$100,000	\$4,500,000	\$0	\$0	\$17,310,000	18%
Parks & Open Space	\$220,000	\$760,000	\$1,971,050	\$720,000	\$5,491,000	\$9,100,000	\$18,262,050	19%
Infrastructure	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$5,000,000	5%
<b>TOTALS</b>	<b>\$28,906,042</b>	<b>\$12,761,277</b>	<b>\$13,117,429</b>	<b>\$16,477,089</b>	<b>\$17,159,856</b>	<b>\$9,100,000</b>	<b>\$97,521,693</b>	<b>100%</b>

By Funding Source	2016	2017	2018	2019	2020	Future	TOTAL	% of Total
Total General Fund CIP	\$2,876,042	\$2,586,277	\$3,217,429	\$2,492,089	\$3,124,856	\$0	\$14,296,693	15%
Total Enterprise Fund CIP	\$530,000	\$700,000	\$150,000	\$285,000	\$940,000	\$0	\$2,605,000	3%
Existing Bond Authority	\$20,500,000							
New Bond Authority	\$0	\$9,475,000	\$9,750,000	\$13,700,000	\$13,095,000	\$9,100,000	\$55,120,000	57%
Other	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$5,000,000	5%
<b>TOTALS</b>	<b>\$28,906,042</b>	<b>\$12,761,277</b>	<b>\$13,117,429</b>	<b>\$16,477,089</b>	<b>\$17,159,856</b>	<b>\$9,100,000</b>	<b>\$97,521,693</b>	<b>100%</b>

		City of Bellaire Draft Five Year Capital Improvement Plan							
Category	Location	Project Description	FY2016	FY2017	FY2018	FY2019	FY2020	Future	Totals
General Fund CIP									
Beginning Balance (Includes GF Cash/RBB/ROW/METRO)			1,978,406	1,283,731	1,272,050	521,000	521,000		
Transfer in From General Fund			170,000	498,319	320,000	270,000	470,000		
Transfer in From General Fund for Pavement Maintenance Program			811,367	876,277	946,379	1,022,089	1,103,856		
Transfer in From METRO Fund for Pavement Maintenance Program			1,200,000	1,200,000	1,200,000	1,200,000	1,200,000		
Total Resources			4,159,773	3,858,327	3,738,429	3,013,089	3,294,856		
Facilities	Public Works Service Center	Public Works Adm. Building Replace Roof - Design and Construction- Roof has surpassed its projected life expectancy and should be replaced to preserve the integrity of the building.			100,000				100,000
Facilities	Bellaire Family Aquatic Center	Bellaire Family Aquatic Center Pool Area Improvements to include pool decking upgrades and shade structures.		150,000					150,000
Parks & Open Space	Bellaire Town Square	Impound Lot Relocation and Build Out - Relocate current police department impound lot to public works service center.		100,000					100,000
Parks & Open Space	Public Works Service Center	Facilities Needs Assessment - Public Works Service Center	50,000						50,000
Parks & Open Space	Bellaire Town Square	Park Upgrades after Municipal Facilities Project - Once facilities are completed landscaping and trails will be addressed within the Bellaire Town Square footprint that was impacted by the construction of the new facilities.		100,000					100,000
Parks & Open Space	Bellaire Town Square	Signature Corner Design and Construction - Conceptual Designs have been provided for the corner of S. Rice Avenue and Jessamine. Construction would fall under new bond authority funding. RBB Cash.			751,050				751,050
Parks & Open Space	Paseo Park	Paseo Park West Expansion with future relocation of transit center. ROW Restricted funding.					351,000		351,000
Parks & Open Space	City Wide	Develop Trails Master Plan for the City of Bellaire, showing links and relationship to surrounding areas.	50,000						50,000
Parks & Open Space	City Wide	Playgrounds, Shade Structures - Provide annual funding to address replacement and/or purchase of new playground and shade structures.	70,000	70,000	70,000	70,000	70,000		350,000
Parks & Open Space	Holly Street Trail	Implement Phase 2 Improvements					250,000		250,000
Parks & Open Space	Joe Gaither Park	Park Improvements - Various improvements to the park including shade structures, seating, and play equipment.			50,000				50,000
Parks & Open Space	Lafayette Park	Permanent Restroom Design and Construction				100,000			100,000
Parks & Open Space	Loftin Park	Irrigation System		90,000					90,000
Parks & Open Space	Signage	Park Signage Master Plan	50,000						50,000

		City of Bellaire Draft Five Year Capital Improvement Plan							
Category	Location	Project Description	FY2016	FY2017	FY2018	FY2019	FY2020	Future	Totals
Parks & Open Space	Signage	Park Signage Master Plan Implementation			100,000	100,000	100,000		300,000
Parks & Open Space	Ware Park	Picnic Pavilion Design and Construction					50,000		50,000
Streets	City Wide	<b>Pavement Maintenance Program</b> The City of Bellaire's Pavement Maintenance Program is geared toward improving the overall quality of the roadway systems by repairing pavement failures and distresses. The City's goal is to bring the streets maintained by the City up to an acceptable level of service and keep them there through an aggressive and comprehensive maintenance program.	2,041,985	2,076,277	2,146,379	2,222,089	2,303,856		10,790,586
Streets & Drainage	City Wide	<b>Street Reconstruction</b> - Last Phase of Rebuild Bellaire - Cash portion for the funding of the last phase of Rebuild Bellaire - Requesting Bond Issuance in July of 2015. Bond portion is \$7,940,000. This will be the last authorized issuance for street reconstruction projects. RBB Cash. Total available for this project if Bonds are issued will be \$8,554,057.	614,057						
		<b>Total General Fund CIP</b>	<b>2,876,042</b>	<b>2,586,277</b>	<b>3,217,429</b>	<b>2,492,089</b>	<b>3,124,856</b>	-	<b>13,682,636</b>
		<b>Total Ending Balance</b>	<b>1,283,731</b>	<b>1,272,050</b>	<b>521,000</b>	<b>521,000</b>	<b>170,000</b>	-	
<b>Enterprise Fund CIP</b>									
<b>Beginning Balance</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>Transfer in From Enterprise Fund</b>			<b>530,000</b>	<b>700,000</b>	<b>150,000</b>	<b>285,000</b>	<b>940,000</b>		
<b>Total Resources</b>			<b>530,000</b>	<b>700,000</b>	<b>150,000</b>	<b>285,000</b>	<b>940,000</b>		
Wastewater & Water	City Wide	<b>City Wide SCADA</b> - With the completion of Phase I, the City will have completed a Needs Assessment, some minor upgrades and repairs, and a SCADA System Master Plan. This Master Plan will outline the next phases of the SCADA System Upgrades Project. Phase II is scheduled to begin in FY16 and end in FY17. This phase will address SCADA connections to the 3 City water plants, the 3 remote lift stations, and the City wastewater treatment plant. Phase III is tentatively scheduled for FY20 and will see further upgrades to the City's SCADA System such as connectivity to other City infrastructure, and performing equipment upgrades. No further phases of this project are planned for at this time.	150,000	150,000			250,000		550,000
Wastewater	City Wide	<b>Wastewater Collection Line Replacement</b> - Includes approximately 4,500 linear feet of wastewater line replacement spread over a five year period. This effort is currently proposed to occur over the next five years in four equally distributed projects. The planned approach will be to design a project in one year and construct it the next. The annual projects will be developed using a prioritization derived from the most recent condition assessment as well as operational issues along the way. No further phases are being assumed at this time.	20,000	150,000	150,000	150,000	130,000		600,000

		City of Bellaire Draft Five Year Capital Improvement Plan							
Category	Location	Project Description	FY2016	FY2017	FY2018	FY2019	FY2020	Future	Totals
Water	Bellaire Town Square	<b>Central Water Plan Electrical Upgrades</b> - This project will address some remaining electrical equipment items at the Central Plant that are in need of replacement. The main components involved include the electrical bus and motor starters for the booster pumps.				135,000	500,000		635,000
Water	Renwick	<b>Rehabilitation of the Renwick Ground Storage Tank</b> - This project involves the blasting and recoating of the 1,000,000 gallon water storage tank on Renwick. A recent inspection indicated that this tank is in need of this rehabilitation work in order to preserve the functionality of the tank. Design and preliminary work will take place in the first year followed by implementation the next.	55,000	400,000					455,000
Wastewater	City Wide	<b>The Wendell Lift Station and Bellaire Lift Stations</b> - have been evaluated and inspected for possible rehabilitation efforts. Phase I occurred in FY15 involves pump and controller upgrades at the Bellaire and Wendell Lift Station. Phase II in FY16 involves the rehabilitation of the Wendell Lift Station's wet well basin. Phase III in FY20 involves the rehabilitation of the Bellaire Lift Station's wet well.	55,000				60,000		115,000
Wastewater	Public Works Service Center	<b>Wastewater System Upgrades</b> - This project includes a variety of repairs and upgrades needed for the City's Wastewater System. The following items are included in the project budget: <ul style="list-style-type: none"> <li>• Replace MCC in Belt Press Room at WWTP</li> <li>• Replace Return Activated Sludge Pump at WWTP</li> <li>• Replace Aeration Blower at WWTP</li> <li>• Bellaire &amp; Rice Lift Station Mobile Generator Improvements</li> <li>• Infiltration &amp; Inflow Wastewater System Assessment</li> <li>• Sludge Handling Assessment &amp; Improvements</li> <li>• Professional Services/Project Contingency</li> </ul>	250,000						250,000
		<b>Total Enterprise Fund CIP</b>	<b>530,000</b>	<b>700,000</b>	<b>150,000</b>	<b>285,000</b>	<b>940,000</b>	<b>-</b>	<b>2,605,000</b>
		<b>Total Ending Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Follow On Rebuild Bellaire Program</b>									
<b>Beginning Balance</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Bond Authority</b>				<b>9,475,000</b>	<b>9,750,000</b>	<b>13,700,000</b>	<b>13,095,000</b>	<b>9,100,000</b>	
<b>Total Resources</b>				<b>0</b>	<b>9,475,000</b>	<b>9,750,000</b>	<b>13,700,000</b>	<b>13,095,000</b>	<b>9,100,000</b>
Facilities	Bellaire Town Square	Design Services for New Library				500,000			500,000
Facilities	Bellaire Town Square	Construction of New Library				4,000,000			4,000,000
Parks & Open Space	Bellaire Town Square	Signature Corner Design and Construction - Conceptual Designs have been provided for the corner of S. Rice Avenue and Jessamine.						3,000,000	3,000,000
Parks & Open Space	Bellaire Zindler Park	<i>Bellaire Zindler Park - Upgrade / Automate Ball Field Lights &amp; Netting</i>						<i>500,000</i>	500,000
Parks & Open Space	Bellaire Zindler Park	<i>Bellaire Zindler Park - Upgrade / Automate Tennis Court Lighting</i>						<i>400,000</i>	400,000

		City of Bellaire Draft Five Year Capital Improvement Plan							
Category	Location	Project Description	FY2016	FY2017	FY2018	FY2019	FY2020	Future	Totals
Parks & Open Space	Bellaire Zindler Park	Bellaire Zindler Park - Rec. Center Renovation Design - Programming and design of key improvements to the Bellaire Recreation Center Building.					120,000		120,000
Parks & Open Space	Bellaire Zindler Park	<i>Bellaire Zindler Park - Rec Center Reno. Construction</i>						<i>800,000</i>	800,000
Parks & Open Space	City Wide	Trails Master Plan Implementation - Placeholder for future implementation of trail master plan.						1,500,000	1,500,000
Parks & Open Space	Evergreen Park	Park Renovation Full Design - Full design of park improvements and renovations per Conceptual Design including playground, paths, pool, and parking lot.				450,000			450,000
Parks & Open Space	Evergreen Park	Construction - Renovate and make various park improvements per the Conceptual and Full Design Phase findings, including playground, paths, pool and pool house, and parking lot.					2,500,000	<i>2,000,000</i>	4,500,000
Parks & Open Space	Feld Park	Park Renovation Design - Park improvements including parking lot, sidewalks and paths, fencing and sports fields/courts.					150,000		150,000
Parks & Open Space	Feld Park	Construction - Park improvements including parking lot, sidewalks and paths, fencing and sports fields/courts.						<i>900,000</i>	900,000
Parks & Open Space	Mulberry Park	Replace Tennis Fencing, Upgrade / Automate Lighting					400,000		400,000
Parks & Open Space	Mulberry Park	Upgrade / Automate Ball Field Lighting					500,000		500,000
Parks & Open Space	Newcastle Trail	Pedestrian Trail Lights Design Services		100,000					100,000
Parks & Open Space	Newcastle Trail	Pedestrian Trail Lights Implementation			1,000,000				1,000,000
Parks & Open Space	Paseo Park	Trolley Esplanade Renovation - Improvements to include general and specialized lighting, sidewalks and paths, drainage, signage and interpretive graphics, and trolley area improvements.					1,000,000		1,000,000
Parks & Open Space	Signage	Wayfinding and Entryway Markers - Provide physical improvement intended to provide visual definition including wayfinding singage. Including a possible new logo and design color scheme. Allowing both commerical and City service connection.		300,000					300,000
Streets & Drainage	City Wide	Street Reconstruction -New Streets and Drainage Program would require New Bond Authority.		6,000,000	6,000,000	6,000,000	6,000,000		24,000,000
Wastewater & Water	City Wide	Includes approximately 55,000 linear feet of water line replacement. This phase is currently proposed to occur over the next five years in four equally distributed projects. The planned approach will be to design a project in one year and construct it the next. The annual projects will be developed using a proritzation derived from the most recent condition assessment as well as operational issues along the way. FY2016 includes Design and construction.		3,075,000	2,750,000	2,750,000	2,425,000		11,000,000
		<b>Total New Bond Authority</b>		<b>9,475,000</b>	<b>9,750,000</b>	<b>13,700,000</b>	<b>13,095,000</b>	<b>9,100,000</b>	<b>55,120,000</b>
		<b>Total Ending Balance</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Beginning Balance</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other</b>			<b>5,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>			<b>5,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

		City of Bellaire Draft Five Year Capital Improvement Plan							
Category	Location	Project Description	FY2016	FY2017	FY2018	FY2019	FY2020	Future	Totals
Other Funding									
Drainage	UVT	UVT Infrastructure - Replacement and improvement streets & drainage. Continue transformation of RDD.	5,000,000						5,000,000
		<b>Total UVT Infrastructure</b>	<b>5,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,000,000</b>
		<b>Total Ending Balance</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Existing Bond Authority (2013 Bonds and Remaining Rebuild Bellaire)									
<b>Beginning Balance (Council authorize in July 2015, funds in bank before September 30)</b>			<b>20,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Resources</b>			<b>20,500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
Facilities	Bellaire Town Square	Bellaire Town Square Municipal Buildings -Construction of new police station, new City Hall/Courts and new Civic Center.	12,560,000						12,560,000
Streets & Drainage	City Wide	<b>Street Reconstruction</b> - Last Phase of Rebuild Bellaire - Requesting Bond Issuance in July of 2015. Bond portion is \$7,940,000. This will be the last authorized issuance for street reconstruction projects. RBB Cash. This project is also supplemented by the last remaining funds of the RBB cash commitment by \$614,057 for a total project of \$8,554,057.	7,940,000						
		<b>Total Existing Bond Authority</b>	<b>20,500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,560,000</b>
		<b>Total Ending Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Resources</b>			<b>30,189,773</b>	<b>14,033,327</b>	<b>13,638,429</b>	<b>16,998,089</b>	<b>17,329,856</b>	<b>9,100,000</b>	
<b>Total CIP Projects</b>			<b>28,906,042</b>	<b>12,761,277</b>	<b>13,117,429</b>	<b>16,477,089</b>	<b>17,159,856</b>	<b>9,100,000</b>	<b>97,521,693</b>
<b>Total Ending Balances</b>			<b>1,283,731</b>	<b>1,272,050</b>	<b>521,000</b>	<b>521,000</b>	<b>170,000</b>	<b>0</b>	



# General Fund Assumptions

## June 2015

### — Revenues

- Current Property Tax Revenue increase on existing property
  - Current property tax revenue increase of 8%
  - New property revenue based on 1.58% average increase
- Residential Permits 1% increase
- Commercial Permits nonrecurring revenue (potential corresponding non-recurring expense)
- All other revenues 2% increase

### — Expenditures

- Personnel & Benefits – 5% increase
- All other expenditures – 3% increase
- Added Evelyn's Maintenance – as operating
- Property Tax revenue 8% increase dedicated to pavement maintenance
- Annual contribution plus catch up amount for vehicle/equipment replacement
- Includes no enhancements

# June 2015

## Fiscal Forecast General Fund

In \$millions	FY15P	FY16	FY17	FY18	FY19	FY20
Beginning Balance	\$4.6	\$5.1	\$4.5	\$3.7	\$3.4	\$3.4
Recurring Revenue	\$17.5	\$18.8	\$19.8	\$20.9	\$22.1	\$23.3
Recurring Expense	\$16.5	\$17.4	\$18.2	\$19.0	\$19.8	\$20.7
Non-recurring Pavement Maintenance		\$0.8	\$0.9	\$0.9	\$1.0	\$1.1
Vehicle/Equip Replacement	\$0.464	\$1.1	\$1.0	\$1.0	\$0.848	\$0.768
CIP Contribution	\$0.150	\$0.170	\$0.498	\$0.320	\$0.270	\$0.470
Commercial Permits	(\$0.099)					
Ending Fund Balance	\$5.1	\$4.5	\$3.7	\$3.4	\$3.4	\$3.6
Over (Under) 60 day fund balance requirement	\$2.4	\$1.6	\$0.688	\$0.184	\$0.102	\$0.191

# Debt Service Assumptions

## June 2015

- Taxable value FY16 April 30<sup>th</sup> Preliminary Value
- Taxable value 5% increase FY16-20
- Assumes finishing out 2013 bond authorization
- Assumes bond election in FY17
- Assumes selling bonds in FY17-FY20 to fund five year CIP projects
- 4% bond interest
- Assumes additional Enterprise Fund transfer for new debt issued for Enterprise Fund projects

# June 2015

## Fiscal Forecast Debt Service

\$Millions	FY16	FY17	FY18	FY19	FY20
Beginning Fund Balance	\$0.539	\$0.539	\$0.539	\$0.539	\$0.539
Recurring Revenue	\$7.0	\$7.2	\$8.1	\$9.1	\$10.1
Recurring Expense	\$7.0	\$7.2	\$8.1	\$9.1	\$10.1
Ending Fund Balance	\$0.539	\$0.539	\$0.539	\$0.539	\$0.539
Debt Tax Rate	\$0.1347	\$0.1337	\$0.1414	\$0.1495	\$0.1580

# Enterprise Fund Assumptions

## June 2015

### – Revenues

- Recurring Revenues based on five year average
- Rate increase based on increase in water purchased from City of Houston
- Sanitation Rate increase of \$3.34 from \$17.17 to \$20.51

### – Expenditures

- Personnel & Benefits – 5% increase
- Water purchases from City of Houston – 5% increase
- All other expenditures – 3% increase
- Transfer to General Fund for business transfer updated based on current cost
- Transfer to Debt Service increase for projected new debt
- Annual contribution plus catch up amount for capital replacement funding
- Includes no enhancements

# June 2015

## Fiscal Forecast Enterprise Fund

\$Millions	FY15P	FY16	FY17	FY18	FY19	FY20
Beginning Fund Balance	\$3.155	\$1.767	\$0.736	(\$0.614)	(\$1.833)	(\$3.593)
Recurring Revenue	\$7.041	\$7.837	\$7.934	\$8.018	\$8.106	\$8.198
Recurring Expense	\$5.987	\$6.232	\$6.488	\$6.755	\$7.033	\$7.324
Capital	\$0.257	\$0.531	\$0.522	\$0.512	\$0.512	\$0.518
Transfer to General	\$0.500	\$0.624	\$0.624	\$0.624	\$0.624	\$0.624
Transfer to Debt Service	\$0.950	\$0.950	\$0.950	\$1.196	\$1.411	\$1.622
Transfer to CIP	\$0.735	\$0.530	\$0.700	\$0.150	\$0.285	\$0.940
Ending Fund Balance	\$1.767	\$0.736	(\$0.614)	(\$1.833)	(\$3.593)	(\$6.423)
Over/(Under) 60 day fund balance requirement	\$0.769	(\$0.303)	(\$1.7)	(\$3.0)	(\$4.8)	(\$7.6)

# STREET & DRAINAGE BOND SCHEDULE

Year	Jan	Feb	Mar	April	May	June	Jul	Aug	Sept	Oct	Nov	Dec
15	5A Award							Sell 5B \$7.94		Award 5B	Bond Election?	
	<div>5A Construction</div>											
		<div>5B Construction</div>										
16					Bond Election?						Bond Election?	
	<div>5A Construction</div>											
	<div>5B Construction</div>											
17								Sell NB \$6M				
18								Sell NB \$6M				
19								Sell NB \$6M				



## FY 2015 Bellaire Fire Department Service Plan

**City of Bellaire Mission Statement:**

*The City of Bellaire is dedicated to outstanding quality service and facilities to ensure an open, progressive, and secure community.*



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## Why Statement

Bellaire Fire Department – Professionally compassionate during your greatest need. When someone considers moving to Bellaire, it is the safety of family that has the greatest influence in that decision making process. Bellaire Fire Department fulfills a portion of that decision, providing lifesaving and extinguishment expertise within minutes. Bellaire Fire Department is your partner in your safety and well-being.

## Who's Responsible for What

Department	Fire Chief- Admin/Budget & Operations	
	Asst Fire Chief/Marshal- Code Enforcement & Operations	
	Commander A- Training/Continuing Education	Lieutenant A Personal Protective Equipment
	Commander B- EMS/Acute Medical Care	Lieutenant B Vehicle & Equipment Maintenance
	Commander C- Suppression/Communication	Lieutenant C Safety & Air Supply

## What Does the Department Do

Bellaire Fire Department's primary function is to provide life safety and property conservation, through planning, response, mitigation and evaluation. When emergencies do not threaten our constituents, we provide educational opportunities in fire prevention and health/first aid. Code Enforcement and Inspections help to ensure safety of commercial occupancies in Bellaire.

### Services

- Emergency Response
- Preparation and planning for Emergency Response
- Public Education and Training
- Fire & /Arson Investigation
- Inter-Departmental & Inter-Agency Cooperation through response and training

### Emergency Response to EMS, Fire, Rescue and Hazardous Material Incidents

As the organization's name implies, Bellaire Fire responds to and extinguish hostile fires of all types within the City and upon a request for assistance, outside of the City. The suppression services are supported by standard operating guidelines and live fire training.

We also provide the highest quality of emergency medical care and treatment of the sick and injured through effective leadership, creation, implementation and management of a comprehensive in-house educational program, along with external specialized EMS training, protocol enhancement and medical direction.

Rescue is a combined function of Fire & EMS. This specifically refers to a situation where the incident requires EMS to care for the patient but Fire to access the patient and assist with packaging for transport. The utilization of specialized tools is a hallmark of rescue.

Fire and Arson Investigations are important to understanding the cause of fire, analyzing the data, in attempts to stop future fires. Bellaire Fire Department utilizes the expertise of Harris County Fire Marshal's Office and the State Fire Marshal's office on fires of suspicious origin.

Hazardous material response is based on training to the operational level. IH 610 is a route in which hundreds of trucks carrying products to and around Houston pass daily. Response readiness and vigilant training is mandatory.

### Preparation and planning for Emergency Response

#### Training

On the Fire Department wall is a saying:

“When confronted with a crisis: you will not rise to the occasion but sink to the level of your training”

*John Rennie (2009 Editor in Chief of Scientific America)*

Training is as much a part of the fire service as is emergency response. It is this function that allows the Fire Department to provide a service that is both effective and efficient. Bellaire Fire has been fortunate to receive funding for aggressive training in live fire evolutions as well as advancement in EMS.

The Texas Commission on Fire Protection (TCFP) is the governing body of Texas' paid fire departments and derives its authority from Texas Government Code 419. TCFP sets training minimums for firefighters and Bellaire Fire Department meets or exceeds the standard of 18 hour per year for each firefighter with an additional 2 hours per year in content specific training in areas where certification is carried as a job requirement (i.e., certified as a fire investigator and investigating fires for the dept.).

Live Fire training is facilitated through the Houston Fire Department Val Janke Training Field where each shift trains as the cohesive unit; mastering concepts from basic to advance. The training incorporates the latest innovation as revealed by the National Institute of Standards and Technology.

Bellaire Fire Department's EMS training, provided by direct contact training with the Medical Director, Bhushan Kukkalli, has resulted in a better equipped practioneer providing improved patient care, as well as an enhanced relationship with the medical director. This relationship allows the paramedics a greater degree of access to advanced topics and care modalities. The net outcome is a better educated and more responsive decision making by the caregivers.

## *Planning*

Effective emergency response depends on planning. It is impossible to guess what the next emergency will be, especially when most emergencies eventually require Fire Department intervention. Bellaire Fire Department uses pre-incident inspections of commercial occupancies as a planning tool, evaluating construction methods and identifying hazards that may present obstacles to an effective response, and cataloging those in a data base. A special emphasis is placed on “target hazards” or those occupancies that present a significant life hazard in the event of an emergency.

Planning also incorporates analysis of our incident reporting software for fire and EMS. This is done when an incident requires an evaluation to determine prior trends, such as Motor Vehicle Accidents on IH Loop 610 prior to reconstruction. It was also helpful with Ford vehicles were catching fire, even when not operating. Bellaire Fire Dept cooperated with the Greater Houston Fire Marshal’s Group to help break a nationwide story.

Bellaire Fire is contributing to, and soon to be assisted by, a new tool in target hazard response. This tool, the Digital Sandbox, is supported by an Urban Area Security Initiative (UASI) grant. Each target hazard’s information is placed in a data base where any responding agency, who participates in the UASI Digital Sandbox, can retrieve that information and assist with the emergency condition

## *Maintenance*

### *Vehicles, SCBA, Personal Protective Equipment, Water Supply, Human Maintenance*

Responding with the right equipment, the right tools and all being fully functional is a component of our ongoing and continually changing maintenance program. The fire service has many unique items requiring a much more detailed maintenance due to the rigors of the service.

Fire Department Vehicles are not just bigger trucks but are vehicles that have specialized components (i.e. pumps, waterways, Compressed Air Foam Systems, hydraulics, etc.). The Standards Body of the fire service, the National Fire Protection Association (NFPA) requires those who work on those components to be certified as an Emergency Vehicle Technician. Bellaire Fire Dept follows those recommendations. The goal is to have fully functional vehicle ready to respond 24/7/365.

The toxicity of the products of combustion, as well as NFPA, requires all firefighters entering a burning structure to wear Self Contained Breathing Apparatus (SCBA). This equipment requires specialized service and maintenance, from the daily air level checks to quarterly air quality checks, to annual fit testing of each mask to the firefighter, to the 15 year hydrostatic testing of the air cylinders. Bellaire Fire Department complies with all.

Firefighter Personal Protective Equipment is an ensemble that allows firefighters, along with SCBA, to survive in a burning building. Bellaire Fire follows or exceeds NFPA 1851 requirements for selection, maintenance and cleaning as prescribed and enforced by TCFP.

Firefighting water supply is an absolute necessity, and while the water supply is maintained by Public Works, Bellaire Fire tests hydrants for functionality annually. This is also a requirement of ISO, as part of the overall Community Rating Schedule. During the process, Bellaire Fire checks for flow, function and maintenance issues to be forwarded to Public Works.

EMS equipment has a much more refined purpose and as such, the maintenance is a more delicate proposition. All major repairs are completed by Original Equipment Manufacturer. Bellaire Fire checks its EMS electronics, medications, and oxygen supply daily, with a weekly

approach to other EMS supplies. EMS vehicle maintenance is daily, weekly, monthly and annually. The historic BFD ambulance vendor is only ¾ of a mile from the station.

Lastly and most importantly is human maintenance. The roles of a Firefighter/ Paramedic are those of a dragster; 0-100 mph quickly, and like the dragster maintenance of BFD personnel is necessary to receive the expected and required performance. Daily physical exercise is required for each member of the department. This helps relieve the stress elements of the day while maintaining the fitness for needs yet to come. Stress reduction is a key factor in maintaining quality individuals on the payroll. When events exceed the individual's ability to deal with those issues, and the shift cannot help, Bellaire Fire calls upon qualified outside help to debrief from the stresses of the service. The utilization of Employee Assistance Program is encouraged as a personal strength.

### *Prevention and Public Education*

An overriding goal of the fire service is the protection of life and property. The absolute best way to protect against fire is through Fire Prevention and one of the best tools to prevent fires is through Public Education on fire cause and simple, life saving tips to prevent fire.

Prevention through analysis is the simplest and most cost effective way to determine patterns in fire cause. An example would be the old bathroom heaters installed in the 40's & 50's. These heaters were installed directly onto dimensional lumber supports. Years of use lowered the ignition temperature of the lumber leading to fires. The reports helped to lead to calls to discontinue use of these heaters. Fire Investigation is a form of Fire Prevention though analysis of the cause and origin. Bellaire Fire has several Firefighters certified as Arson Investigators as well as numerous Fire Investigators. A team approach, utilizing assets from Harris County and mutual aid partners, is a force multiplier in fire cause determination.

The Fire Marshal is the keystone in Fire Prevention via the contact with business and property owners, developers, architects and contractors. This initial step, prior to building construction, ensures that all plans are review by the Fire Marshal with an eye towards fire prevention via building construction methods and materials.

Business Inspections is a form of prevention, finding areas of risk from business practices or misuse of everyday items, such as extension cords. Robust code enforcement can reduce the fire potential in this community dramatically. The inspection also becomes an avenue to teach prevention to the business owner, hopefully winning them over as a prevention advocate. Business inspection is a function of the Fire Marshal's Office with assistance from the Shift Commanders. The Fire Marshal uses job knowledge to focus on high hazard occupancy inspections.

Public Fire Education is a focused opportunity to teach "Fire prevention in the Home" to school age children in public schools. Bellaire and West University Place have combined this effort with a Clown Program, where children K-5 have an opportunity to learn fire prevention methods in a fun learning environment. The Clown Program is written and directed, and the stage set up is designed and constructed by the firefighters of the departments. These dedicated professionals even spend their own money designing and building their costumes. The departmental personnel not involved with the skits are busy hosting tours at the station or taking the apparatus to local day cares, private schools, and civic organizations.

Public Education isn't only for the young but for the young at heart as well. Bellaire Fire provides Home Safety Analysis to point out fire safety concerns without mandatory enforcement of those concerns. Bellaire Fire also utilizes a Digital Fire Extinguisher Trainer to

provide training on various types of extinguishers and extinguisher use on a variety of fires. This training is provided to business, schools, civic groups and internal customers.

The Fire Station is a big draw and the Fire Department provides tours to all who knock on the Station's doors. From Birthday tours to Scout's looking for merit badges, from mothers pushing strollers to High School-age revelers on a scavenger hunt; Bellaire Fire will take all opportunities to promote the fire prevention through public education message.

Outside the walls of the station, our members gladly install smoke detectors or change batteries where a fall from a ladder is a resident's concern. We want to see the elimination of potential hazards that stop citizens from enjoying their life in Bellaire to its fullest.

## Who Does the Department Serve?

Bellaire Fire Department underwent a self-evaluation several years ago. Prior to that time Bellaire Fire responded to victims of fire and auto accidents; BFD responded to patients that needed help to get to the hospital; the Department responded to residents who needed help for a variety of issue, from dangerous to mundane. Bellaire Fire also responded to help other departments, albeit begrudgingly at times. Today, Bellaire Fire Department views any call for service as a response to our customer(s). The simple change of a name changed the view of our service.

Our external customer is that person who calls Bellaire Fire to provide a service. This customer is a resident, a business or a guest passing through our City. As a customer, they are buying our service and that customer has an expectation of being provided the best that this City has to offer.

Not all customer requests are filtered through a 911 call center. Home Safety Analysis, Blood Pressure Screening, Smoke Detector Installation or Battery Check, Block Parties, Station Tours, Fire Extinguisher Training, Civic Organization education on Fire Safety, and High Rise Evacuation are just a few services we offer our customers; a response without an emergency.

To that customer who never calls 911 or utilizes the service offered by Bellaire Fire Department, we provide a quality of life that comes through peace of mind that should an emergency take place, qualified, compassionate help is seconds away.

The Internal customers are adjacent departments where Bellaire Fire provides support in endeavors through expertise or manpower. Bellaire Firefighters are teachers and seek opportunities to bring new information to our City.

Fire and Police work many incidents types together. Bellaire Fire provides the opportunity to train on a myriad of subjects, the latest being Traffic Incident Management. This 6 hour course helps develop a common language and goal to freeway incidents. Aside from being a federally mandated course, it provides an avenue to reach safety objectives; No on-Scene Injuries! Bellaire Fire also assists with crime scene lighting and laddering of buildings in search of evidence.

The Fire Department provides training to Public Works personnel on Hazardous Material response and also provides training on SCBA use and maintenance procedures. The Fire Department has taken on the mandated maintenance and refilling of depleted air cylinder used by Waste Water. Safety Training has been part of past practices and will be again in the future.

Cooperation on fire hydrant maintenance and testing is also part of this interdepartmental cooperation.

The Fire Department, especially the Fire Marshal's office, works closely with Development Services, providing plan oversight on commercial and residential sprinkler requirements and business construction code compliance. Field Inspections facilitates the processes used by Development Services in issuing Certificate of Occupancy permits.

The offering to Library is specific to reading events, public education or a rescue from a stuck elevator. Bellaire Fire Department works with the Library to reach some of the most vulnerable.

Parks and Recreation receive some training from Fire and response for grass and weed fires. The string of vandalism at the pool house and Pittman Park utilized investigative efforts from Bellaire Fire.

All Bellaire Facilities are inspected for safety and code compliance annually. This is scheduled through Facilities but the benefit is directly to our department by enhancing public safety.

Perhaps our most important internal customer is each other. The Fire Service leans heavily on each other for healthy relief from stress and for sage wisdom in the form of advice. Be it a hand up or listening ear in confidence, the life of a firefighter is dependent on one another.

## Service Level Expectations

Service level expectations for the Fire Department are viewed with an historic eye. The Service provide by Bellaire Fire Department is largely vetted by time, customer feedback and a view of the larger Fire Service. NFPA is a recommended standards organization except where TCFP has adopted certain aspects as mandates for all paid Texas Fire Departments. These mandates have the rule of law (Texas Government Code, Chapter 419), are as follows:

NFPA 1971, 2013 Edition. *Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting.*

NFPA 1851, 2014 Edition. *Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting.*

NFPA 1981, 2013 Edition. *Open-Circuit Self-Contained Breathing Apparatus (SCBA) for Emergency Services.* NFPA 1852, 2013 Edition. *Selection, Care, and Maintenance of Open-Circuit Self-Contained Breathing Apparatus (SCBA).*

NFPA 1982, 2013 Edition. *Personal Alert Safety Systems (PASS).*

NFPA 1989, 2013 Edition. *Breathing Air Quality for Emergency Services Respiratory Protection.*

NFPA 1561, 2014 Edition. *Emergency Services Incident Management System.*

Bellaire Fire Department underwent a semi-annual field inspection from the Commission in the week of February 16<sup>th</sup> and met or exceeded the requirements of the Commission.

Fire Department		Expected Results	
Administration		2015	2016
5-Year Plan	Complete Planning Document by 6-1-15 for 2016-21 View	85%	95%
Std Op Guide	Review Guides Process 25% per year	25% Review	50% Review

Emergency Response			
Fire	Response Time of <4 Minutes from Receipt of Alarm	80%	80%
Fire	Provide 4 personnel on Responding Engine	75%	80%
EMS	ALS Response time of <210 Seconds (this may be a ALS equipped Fire Apparatus)	95%	95%
EMS	Respond as ALS Ambulance (1-EMT & 1-Paramedic)	100%	100%
EMS	Respond with MICU (2 Paramedics)	99%	99%
Preparedness			
Fire Prevention	Clown Program-Reach 50% of Public School Children in K-5	33%	50%
Fire Prevention	Business Inspection of >900 businesses occupancies in Bellaire	50%	50%
Fire Prevention	Business Preplan per shift per Occupancy	10%	10%
Fire Prevention	Digital Fire Extinguisher Training	7 Demos	10 Demos
Fire Prevention	Remember When- A senior guide to fall prevention and fire safety in the home	50 Individuals	50 Individuals
Training-Fire	Fulfill Commission Req'd Continuing Education	100%	100%
Training-Fire	Fulfill Commission Req'd Certificate Training	100%	100%
Training-EMS	Fulfill 36 hour of 144 hr-4 year total	95%	95%
Training-EMS	Participate in Medical Director Contact Training	90%	90%



# Budget

## Revenues/Expenditures

Annual Budget			
Department/Fund	FY 2014 Actual	FY 2015 Budget	FY 2015 Projections
<b>FTE's</b>	24	24	24
<b>Revenues</b>	\$308,739.77	\$308,500.00	\$290,000.00
Ambulance and Rescue Billing			
<b>Expenditures</b>			
Personnel	\$2,137,041.30	\$2,220,088.00	\$2,220,088.00
Professional Services	\$36,448.00	\$51,585.00	\$50,000.00
Maintenance	\$57,447.88	\$57,743.00	\$57,000.00
Contractual Services	\$66,272.97	\$75,583.00	\$75,583.00
Materials & Supplies	\$82,641.25	\$113,655.00	\$113,655.00
<b>Total</b>	<b>\$2,379,851.20</b>	<b>\$2,518,654.00</b>	<b>\$2,516,326.00</b>

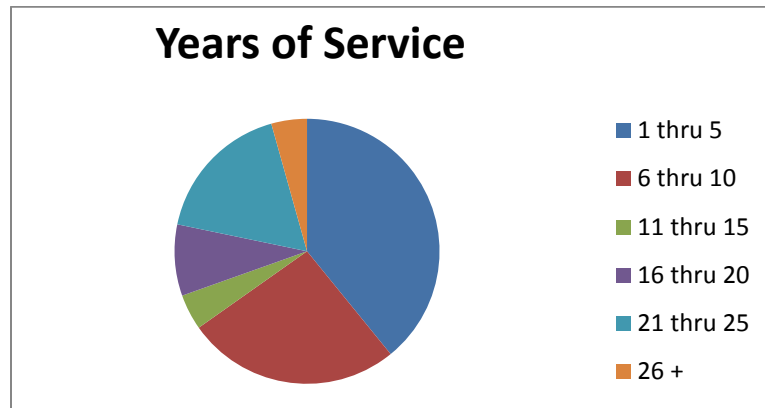
## Fiscal Forecast

Fiscal Forecast			
Department/Fund	FY 2016	FY 2017	FY 2018
<b>FTE's</b>	24	24	24
<b>Revenues</b>	\$290,000.00	\$280,000.00	\$280,000.00
Ambulance and Rescue Billing			
<b>Expenditures</b>			
Personnel	\$2,297,791.00	\$2,378,214.00	\$2,461,451.00
Professional Services	\$51,500.00	\$49,000.00	\$48,000.00
Maintenance	\$57,000.00	\$58,710.00	\$60,000.00
Contractual Services	\$75,583.00	\$77,000.00	\$78,000.00
Materials & Supplies	\$115,000.00	\$117,000.00	\$117,000.00
<b>Total</b>	<b>\$2,596,874.00</b>	<b>\$2,679,924.00</b>	<b>\$2,764,451.00</b>

# Environmental Scan

Bellaire Fire Department is a Combination Department with 23 full-time, 1 full time equivalent and 10-15 dedicated volunteers, all working in concert to provide cost effective emergency response to the City of Bellaire.

Bellaire Fire Department is made up of individuals with varying years of service.



Bellaire Fire requires that all personnel be dual certified. Since fire response and EMS are the focal response characteristics, the dual certification becomes necessary for cost effective operations. Since 1995 Bellaire Fire Department's personnel goal was to hire dual certified individuals with a requirement that all hiree's be Paramedics or become Paramedics within 6 months of testing for hire.

The shifts operate with a 48-hour on, 96-hours off duty schedule. No front line firefighters live within the City limits of Bellaire and this schedule allows for fewer commute hours, less commute stress and a more rested force. Each shift has 7 Dual Certified Personnel but the minimum manning requirement is 6 persons per shift per day. The consistent hiring of paramedics allows for the most stressful position to be rotated through the shift personnel.

The administrative personnel work an 8 hour, M-F schedule, and respond to emergency operations where additional personnel are needed.

This brief environmental scan of Bellaire Fire Department is not meant to be fully comprehensive but a snapshot of the department at this moment in time. This view was developed with certain assumptions being made; that of a stable environment with the use of certain observed trends. Should those trends change dramatically, this document would need to be revisited.

## Trends

As the Fire Service moves forward, emphasis will be on EMS, largely due to the lack of fires and the increase in EMS responses. The Affordable Care Act has limited reimbursement for repeat trips to a medical facility for the same treated malady. EMS plays a key role in helping to ensure adequate post-interventional care at the local level. It is believed that reimbursement

to EMS, for that role, will come directly from the medical community, and not the insurance providers & underwriters, or government agencies.

-A slight decrease in population of Bellaire, based on H-GAC's projection of 2006, for the next several decades if no change in residential density is allowed<sup>1</sup>

-An overall increase in responses for Emergency Medical Services based on H-GAC's 2025 projection of an additional 2million people in Harris County.<sup>2</sup>

-Houston is called the Capital of the Third Coast; an area formed by all of the Gulf of Mexico adjacent states, and is being acknowledged as America's next great global city.<sup>3</sup> Houston is now the most ethnically and racially diverse city in the US<sup>4</sup>. This brings an opportunity for global biologic agents to gain foothold through greater world-wide travel. A responsive, forward looking plan for addressing response personnel safety, with cooperation from the Harris County Public Health, is vital.

-A steady to declining annual fire response based on an increase in valuations (socio-economic stability), and new homes being built to more stringent codes. This trend is projected to continue unless economic times deteriorate and homeowners are left with debt, little chance of re-cooping that debt, and loss of income.

-A moderate redevelopment of business corridor properties and an associated increase in daily visitors to Bellaire.

-A constant level of manning for Bellaire Fire Department at the shift level based on no increase to residential density in Bellaire (Fire Response).

-A constant level of manning for Bellaire Fire Department if EMS calls remaining below 1200 responses per year (a 25% increase over 2014 responses)

-A slight decrease in revenue from Ambulance Service due to: increasing scrutiny of the service, as a whole from Medicare and Medicaid; increase for individual deductible, where the first access to health care will come from an ambulance ride, and the full amount of the ride will be from the patient's pocket and not insurance; an overall unwillingness to pay for medical related services by patients; a shift from commercial pay to self-pay (no insurance).

This trend can be somewhat offset by removing the In-District directive to only collect what insurance will pay.

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<sup>1</sup> Bellaire Comprehensive Plan

<sup>2</sup> Houston –Galveston Area Council 2025 Regional Growth Forecast

<sup>3</sup> Forbes.com

<sup>4</sup> Rice University's Kinder Institute for Urban Research, and the Hobby Center for the Study of Texas.

# Available Assets

Bellaire Fire Department's greatest asset is its personnel. The professionalism shown through excellence of service, excellence of education and committed desire for continuous improvement to provide the best to the Citizens of Bellaire, is reason those who choose to work for Bellaire Fire are such an asset.

-Large components of available assets are those persons who support the Department without working in the Department. This is Finance, Human Resources, IT, Facilities & Organizational Services. This support aids in the daily operations of the Fire Department by taking care of the personal needs of the Departmental personnel, allowing those personnel to focus on the job at hand.

Departments that don't play a direct role in personnel and business continuity matters, stand alongside the Fire Department in service delivery to residents. Library, Public Works and Police all interact directly with Fire at points in the year; assisting with research, brining equipment and supplies to a spill or providing a safe working environment by blocking and directing traffic on IH 610.

Communications Division of Police is the lifeline for the Fire Department. The voice on the radio can assist with directions, coach as distraught caller and summon needed resources. Communications is also a vital link in troubleshooting communication problems. The number one requested improvement on the fire ground is communication. Without the dispatchers, service delivery would be greatly diminished.

-Bellaire Fire Department receives and gives automatic aid to West University Place and Southside Place. The reciprocal arrangement assures that all 3 cities, with departments too small to address their building size, have the resources necessary to implement an effective fire attack. West University Place also provides EMS mutual aid. This allows Bellaire to maintain Fire Department at the current manning level. This asset cannot be understated or overused as it is not given at the rate it is received.

-The Community of Bellaire is an asset to the Fire Department. There is a tremendous amount of "Good Will" shown to the Fire Department by citizens. This leads to better morale in the Fire Department, coming from a sense of belonging in the community. The reciprocal is a key in fostering community relations into the future.

-Bellaire Fire Department has a potential asset in the Bellaire Police and Fire Foundation. This foundation supports equipment, technology and training requests outside of normal budget processing. Since inception, the foundation has made great strides in recruitment of membership. The longevity of sustaining membership will determine the importance to Bellaire Fire.

-The Fire Station, as a structure is an asset. As a landmark, declaring the changing Bellaire Environment, it is a tremendous asset. The building is an asset to the Firefighters who occupy it, giving those Firefighters a sense of belonging. It is a statement from the community to the Fire Department that the Department has value to the community. It is an asset in recruitment as well. Photos of this station will be part of an overall hiring campaign.

-City Streets are an important asset to the City in general but as a response agency, smooth, spacious streets with a well-defined radius corners is definitely an asset. The ability to respond knowing the driving surface will allow the apparatus to navigate quickly allows the operator to focus on the human-based traffic impediments.

-Water infrastructure is another City asset that is an integral part of the overall needs of the Bellaire Fire Department. The assurance of a seemingly unlimited water supply for extinguishment is foundational to Fire Department response.

The Fire Department has numerous apparatus and pieces of equipment that are assets to the Department and community.

-2003 Pierce Rescue Pumper. This apparatus was custom built for Bellaire based on operational needs and department size. The overarching goal at the inception of planning was to provide the equipment needed for all situations on one vehicle and the ability to arrive safely with that equipment. This plan was largely successful.

- Vital Equipment/assets carried

  - Compressed Air Foam System

  - Hydraulic PTO Generator

  - Rescue Components

    - Pre-connected Hydraulic Rescue Tools

    - Pneumatic Rescue Tools

  - Advanced Life Support Capable Equipment

    - Life Pack 15 Cardiac Monitor/Defibrillator

  - Water Supply, Delivery and Shaping

    - 1500 Gallon per Minute Pump

    - 1000' of 4" Supply Hose

    - 1000' of 3" Supply Hose

    - Pre-connected Attack Hose and Nozzles

    - Hose Adapters and Nozzles

  - 3000 Watt Light Tower

  - Communication Equipment

    - Truck Mounted and Portable Radios

    - SCBA Mounted Radio Interface Equipment

  - Self-Contained Breathing Apparatus

- 1989 Sutphen pumper reserve fire apparatus, purchased at a time when fire response was done with multiple engines. This vehicle did not require the storage, and subsequently carried less equipment.

- Vital Equipment/Assets Carried

  - Diesel Generator

  - Hydraulic Rescue Tools

  - Water Supply, Delivery and Shaping

    - 1500 Gallon per Minute Pump

    - 1000' of 4" Supply Hose

    - 1000' of 3" Supply Hose

    - Pre-connected Attack Hose and Nozzles

Hose Adapters and Nozzles  
Communication Equipment  
Truck Mounted and Portable Radios  
Self-Contained Breathing Apparatus

-2015 Chevy Tahoe Command Vehicles-This vehicle is scheduled to go into service in June of 2015. The command vehicle is purchased to provide a rapid response to investigate all major calls and make pre-arrival determinations for incoming units; fire or EMS.

Vital Equipment  
Digital Preplan Computers.  
Infrared Camera for fire origin determination  
Communication Equipment  
Truck Mounted and Portable Radios  
Basic Life Support Equipment  
Automatic External Defibrillator

-2013 & 2005 Ford F450 Frazer Ambulance. These units are designed to be nearly identical, maintaining like equipment to reduce change- over confusion during maintenance periods. The vital equipment is portable and only on the unit in use.

Vital Equipment  
Mobile Intensive Care Capable Equipment- portable  
Life Pack 15 Cardiac Monitor/Defibrillator  
Video Laryngoscope  
Mechanical Chest Compression Device  
Mechanical Ventilator  
Communication Equipment  
Truck Mounted and Portable Radios

-2009 Ford F-550 Rescue Body Cascade/Rehab Vehicle. This vehicle is a crew cab pickup chassis with a specially manufactured rescue body, utilized for Rehabilitation and air cylinder refill at location of a major incident.

Vital Equipment  
Power Take Off Hydraulic Generator  
NFPA approved cylinder refill station  
6-High pressure air cylinders, 6000 PSI  
Various items to assist in rehabilitation of personnel from the effects of firefighting and long duration EMS events.  
Communication Equipment  
Truck Mounted and Portable Radios

2001 Ford F-150 Pickup & 2005 Ford Expedition. These are administrative vehicles utilized in the day to day Fire Code Inspection, Fire Sprinkler System Inspection and Fire Investigation. These vehicles are also the backup to the Command Vehicle if that unit should ever become disabled for long periods. The units are used to assist with large, complex responses, such as structure fires and tanker rollover accidents.

# Future Service Enhancements

Bellaire Fire Department believes the home values will remain firm and reconstruction of Bellaire will continue based on the proximity to major shopping, the world's largest medical facility, and access to a revitalized downtown Houston. These positive indicators will lead to an increase in need for emergency response. To meet those anticipated needs, Bellaire Fire Department proposes these future service enhancements. These enhancements are directly responsive to the Council Goals of Residential and Commercial Safety Focus. The enhancement will be in these primary service delivery areas: Suppression, EMS, Training, Fire Prevention & Public Education, and Code Enforcement & Organizational Development

## Suppression

### -Safety Initiatives

- Implement 16 Fire Safety Initiatives as set forth by national Fallen Firefighter Foundation
- Evaluate and implement safety practices and relevant technical changes to firefighting mythologies
- Develop Prioritized Safety Initiative list for quick implementation as funds become available

Annual Enhanced Budget-Safety Initiatives			
Department/Fund	FY 2016	FY 2017	FY 2018
<b>Expenditures</b>			
Personnel	\$0.00	\$0.00	\$0.00
Professional Services	\$0.00	\$0.00	\$0.00
Maintenance	\$0.00	\$0.00	\$0.00
Contractual Services	\$0.00	\$0.00	\$0.00
Equipment	\$2000.00	\$2000.00	\$2000.00
<b>Total</b>	<b>\$2000.00</b>	<b>\$2000.00</b>	<b>\$2000.00</b>

### -Vehicle and Equipment Needs Analysis

- Choose appropriate resource to conduct analysis
- Focus of responder safety
- Compare current equipment and apparatus with recognized standards and best practices
- Request Funding (FY18 Budget)

Annual Enhanced Budget-Vehicle and Equipment Needs			
Department/Fund	FY 2016	FY 2017	FY 2018
<b>Expenditures</b>			

Maintenance	\$0.00	(\$2000.00)	\$2000.00
Contractual Services	\$0.00	\$0.00	
Equipment		\$750,000.00	
<b>Total</b>	<b>\$0.00</b>	<b>\$748,000</b>	<b>\$2000.00</b>

#### -Develop Engineer/Operator Classification

A two year trial program of a single driver of the fire apparatus on each shift found that those individuals operated the vehicle at a more consistent level, saving time, money and wear and tear on the apparatus. Rewarding those who save the City money, make the apparatus last longer with fewer out of service time is the desired goal

- Develop a promotional packet
- Present a pay classification proposal
- Implement grade/rank change.

Annual Enhanced Budget-Engineer Operator			
Department/Fund	FY 2016	FY 2017	FY 2018
<b>Expenditures</b>			
Personnel	\$8648.95	\$9081.00	\$9535
Professional Services	\$0.00	\$0.00	\$0.00
Maintenance	\$0.00	\$0.00	\$0.00
Contractual Services	\$0.00	\$0.00	\$0.00
Equipment			
<b>Total</b>	<b>\$8648.95</b>	<b>\$9081.00</b>	<b>\$9535.00</b>

#### EMS-

#### -Specialized EMS

-Investigate the possibility of sending Paramedics to Critical Care Paramedic training  
The Program will add a layer of specialization to our already well trained personnel. The additional knowledge gained can be utilized in hospital/MD Office to Receiving Emergency Room, a practice not being utilized. Critical Care Paramedic's also have advanced training in medicine pumps, advance disease recognition and intervention; all bringing a greater level of care to sick or convalescing residents.

Annual Enhanced Budget-Critical Care Paramedic			
Department/Fund	FY 2016	FY 2017	FY 2018
<b>FTE's</b>	24	24	24
<b>Revenues</b>	\$0.00	\$10,000	\$10,000
Ambulance Revenue			
<b>Total</b>			
<b>Expenditures</b>			
Personnel	\$11,388	\$24,000	\$36,000
Professional Services	\$2400.00	\$2400.00	\$3600.00
Training	\$7200.00	\$7200.00	\$7200.00
Contractual Services	\$0.00	\$0.00	\$0.00
Equipment	\$5000.00	\$3000.00	\$1000.00
<b>Total</b>	<b>\$25,988.00</b>	<b>\$36,600.00</b>	<b>\$47,800.00</b>

#### -Technology

-Investigate a technology based option to communicate patient condition with receiving hospitals. EMS standards of practice are changing. Where once a simplistic radio report



was all needed to convey the patient condition was adequate, today it no longer is. The change is largely due to the advanced capabilities of the Paramedic and the equipment carried on the ambulance. The ability to communicate with voice, video and telemetric data is vital for decision making by the receiving Emergency Room. That information is then sent back to the Medics to improve patient care and hopefully, outcomes.

Annual Enhanced Budget-EMS Technology			
Department/Fund	FY 2016	FY 2017	FY 2018
<b>Expenditures</b>			
Contractual Services			
Equipment	\$1,000.00*	\$5,000.00	\$0.00
<b>Total</b>	<b>\$1,000.00</b>	<b>\$5,000.00</b>	<b>\$0.00</b>

\*Evaluation Period

### -Community Based Para-medicine

The concept of Community Based Para-medicine is not new to the U.S. but is new to our area. The basic premise is Paramedics can intervene in providing at-home health care, relieving the burden of care from the Emergency Room or repeat customers returning for follow-up. The demographics of Bellaire do not fit that narrow scope concept but Community Based Para-Medicine has a position within the community and is a service that helps achieve Premier City status.

-Prescription Based Service-A Bellaire Resident returning after a surgical intervention. Bellaire Fire Community Paramedics will coordinate follow up with the attending physician. The goal will be to ensure MD orders are being followed, the wound is healing as desired, and the medication regimen is being followed. A two-way conversation with the MD will be held via a closed link video network. The paramedics will be able to relay vital signs, present symptoms, cardiac monitoring, and visualized wound and wound care. This at home visit would be charged to the physician ordering the contact. The benefit to the hospital is reoccurring health care visits for the same malady are not reimbursable under the Affordable Care Act. The benefit to the patient is convalescing at home, and the ability to access EMS, with a doctor's informed consent.

-Subscription Based Service-The goal of this project is to keep Bellaire resident, who live at home, to remain at home if that is the resident's decision. A loved one may request a visit by the responding Paramedics for a Well-Person check. This could include a review of prescribed medicine and a compliance with doctors' orders. In the home, the Critical Care Paramedics will assess the patient, check on fitness of living condition, make suggestions for safer living, assist with prescription refill, maintain a log of signs and symptoms, and make suggestions for higher level care. This information can then be relayed to the family member requesting service. The end product will be focused on an evaluation tool to determine the efficacy of the program, and the continuation of the same. While this program offering helps Bellaire Residents, the program must demonstrate the ability to be partially self supporting.

Annual Enhanced Budget-Community Based Paramedic			
Department/Fund	FY 2016	FY 2017	FY 2018

<b>FTE's</b>	24	27	27
<b>Revenues</b>	\$0.00	\$10000	\$10000
Ambulance Billing			
<b>Total</b>			
<b>Expenditures</b>			
Personnel	\$0.00	+\$195,090.00	+\$204,844.05
Training	\$7,200.00	\$7,200.00	\$7,200.00
Maintenance	\$1000.00	\$1,000.00	\$1,500.00
Contractual Services	\$0.00	\$0.00	\$0.00
Equipment	\$5,000.00	\$5,000.00	\$5000.00
<b>Total</b>	<b>\$13,200.00</b>	<b>\$208,290.00</b>	<b>\$218,544.05</b>

### - Asymmetric Threats & Tactical Paramedics

Asymmetry is not a term generally used in Fire and EMS circles but aptly describes the advance of differing viewpoints towards EMS. An ambulance has historically been a symbol of aid. Today, in parts of the world and this country, it is a symbol of governance and recipient of community resentment. Bellaire Fire does not believe that situation exists for The City of Bellaire or the immediate surrounding area. The program we are requesting is targeted to bring immediate EMS response to a hostile situation. A tactical Paramedic will be unarmed, but will have the requisite training to operate in a Hot or Warm zone where police are injured serving warrants or civilians are injured as part of a "Lone Wolf" attack. The training is very specific and requires a team. Bellaire Fire currently has one individual who has begun the training, and on approval, will begin to train others. Ultimately this training will meet Police Department requirements.

Annual Enhanced Budget-Tactical Paramedic			
Department/Fund	FY 2016	FY 2017	FY 2018
<b>Expenditures</b>			
Personnel	\$5,184.00*	\$5,443.00*	\$5,715.00*
Professional Services	\$0.00	\$0.00	\$0.00
Maintenance	\$0.00	\$0.00	\$0.00
Contractual Services	\$0.00	\$0.00	\$0.00
Equipment	\$5,000.00	\$3,000.00	\$3,000.00
<b>Total</b>	<b>\$10,184.00</b>	<b>\$8,443.00</b>	<b>\$8715.00</b>

\*should this become a discipline of Bellaire Fire Department, overtime dollars will need to be budgeted for response and backfill. Estimate is for 3 personnel training 8 hrs./month

## Training

### -Increase Scope of Training

This will include all personnel becoming certified as an Engine/Operator as a matter of employment. The budget impact is the incentive paid.

A second improvement area is training for High Consequence-Low Frequency Events. This is an encompassing ideology, based on infrequent High Consequence events. The

notion of putting wet stuff on the red stuff no longer is a viable training option. The rapid development of any response requires training in Command Structure, Situational Awareness and resource management. Training for these events is our only preparation.

As the Command Staff in the Department ages, a Continuity of Operation Plan must be implemented to replace those on the retirement tract. The continued high level of service given is a result of excellent leadership. The focus on repeating excellence is the crux of Officer Development

#### -Improve Continuing Education

Improvement in Continuing Education starts with an evaluation of current processes, the effectiveness of those process and will the processes be of value in the future. Each member of Bellaire Fire will be engaged to find out what is needed for that member, eliminating a “one-size fits all” approach to training. The ultimate goal is to elevate the department in education and training. Incentivizing the enrichment doesn’t entice most to try but rewarding them once completed is a morale-boosting gesture.

#### -Improve Volunteer Training

Bellaire Volunteer Firefighters are an asset that needs to be exploited. This dedicated group is not under that same authority at the State level as the paid staff. This creates an opportunity for training missteps in overall training. Creating a system where a paid staff member becomes a buddy to a volunteer may help overcome discrepancies in training. Creating a individual assessment of each volunteer and tailoring a training plan, overseen by a paid staff “buddy” will close the training gap.

#### -Maintain Certified Training Facility Status

Bellaire Fire Department currently has the opportunity to host and teach numerous Texas Commission on Fire Protection recognized classes allowing Bellaire Fire to present this information in house, with minimal cost to the individual or City. This is true with Continuing Education for EMS. A Certified Training Facility allows Bellaire Fire to train new hires up to Fire & EMS standards. A by product will be the training of citizens in CPR/AED training as well.

Annual Enhanced Budget-Training			
Department/Fund	FY 2016	FY 2017	FY 2018
<b>Expenditures</b>			
Personnel	\$1,500	\$1,500	\$1,500
Professional Services			
Maintenance			
Contractual Services	\$2,000	\$2,000	\$2,000
Equipment	\$3,000	\$3,000	\$3,000
<b>Total</b>	<b>\$6,500.00</b>	<b>\$6,500.00</b>	<b>\$6,500.00</b>

## Fire Prevention & Public Education

### -Create Needs Assessment Work Group

This will be done to understand the needs of the community. Historically, Public Education was based on what the Fire Service delivered, with little feedback as to what the target audience wanted. Understanding the elements necessary; time, content and delivery system will help Bellaire Fire offer meaningful Community Training

#### -Analysis of Community and Internal Survey

Survey information will be gathered and analyzed to determine what and how the Community desires to learn about Fire and Health safety. This will allow Bellaire Fire to make necessary assumptions on training for the public.

#### -Identify Program Changes Reflecting Survey

Data driven programming and changing the idiom of public education to Community Education is the end result of the analysis. Customer based focus will then be evaluated for learning.

#### -Evaluate Effectiveness of Outreach Programs

Once the program has been reviewed, the Community has made it desires known, and content is delivered a formalized survey will be deliver to gather community feedback on the process changes in Public Education.

Annual Enhanced Budget-Fire Prevention & Public Education			
Department/Fund	FY 2016	FY 2017	FY 2018
<b>Expenditures</b>			
Personnel			
Professional Services			
Maintenance			
Contractual Services			
Equipment	\$1,000	\$1,000	\$1,000
<b>Total</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>

### Code Enforcement

#### -Modify Inspections to improve Output

Utilize the use of Mobile Applications to increase the number and quality of the Fire Code Inspections.

#### -Increase Inspections through Part time Inspector

Utilize retired or hire part time inspectors to assist in fulfilling desired number of annual inspections. A particular goal is to stay under the retirement allowed hours for the year

#### -Prioritize Occupancy Inspections based on Risk vs. Safety Objectives

Develop and analyze a "Self-Inspection" method for low risk occupancies. Utilize a detailed self-inspection form sent to the business. This for will detail the most common deficiencies. A follow up of a random 10% post self-inspection will be a compliance tool.

Annual Enhanced Budget-Code Enforcement			
Department/Fund	FY 2016	FY 2017	FY 2018

<b>Expenditures</b>			
Personnel	\$25,000	\$25,000	\$25,000
Professional Services			
Maintenance	\$500	\$500	\$500
Contractual Services			
Equipment	\$1000	\$1000	\$1000
<b>Total</b>	<b>\$26,500</b>	<b>\$26,500</b>	<b>\$26,500</b>

### -Preparation for ISO Inspection

Insurance Service Office (ISO) is an organization that rates communities on ability to provide an adequate Fire response, based on the make-up of the City. The rating reviews Communication, Fire Department, and Water Supply & Community Risk Reduction. These broad topics are multi-departmental, requiring time that normally is spent on day to day operations. The recommendation of hiring a specialist to do a review of the City, make recommendations for improvement and assist with the actual grading, was proven to be a valuable asset in the 2003 grading, leading to a 3 class reduction in Community Rating Schedule. (Alt 1) provides for split analysis over 2 budget cycles.

Annual Enhanced Budget-ISO Preparation			
Department/Fund	FY 2016	FY 2017	FY 2018
<b>Expenditures</b>			
Personnel			
Professional Services	\$30,000.00		
Contractual Services	\$15,000.00 (Alt 1)	\$15,000 (Alt 1)	
Equipment			
<b>Total</b>	<b>\$30,000.00</b>		

## Organizational Development

### -Employee Recognition

Investigate and implement an employee recognition program. Develop milestone events wherein a Bellaire Firefighter has demonstrated mastery of certain training, then that firefighter would be formally recognized in a ceremony.

A parallel program will be implemented wherein the Firefighter will be recognized for meeting certain successful response criteria. Upon peer review of the event, that firefighter(s) will be recognized in a similar ceremony. Formalization of the Awards will be a hallmark of its successful completion.

### -Create Innovative Communication Pathways

Communication between shift employees, between officers, between Officers and employees create a free flow of information that has a direct impact on morale, department direction, and response continuity. Simple ideas, such as sending the spouse of an employee a Congratulations card on the anniversary of the employee's employment, makes a huge statement of that employee's worth. This is outside of Employee recognition and would be much less formal.

Annual Enhanced Budget-Organizational Development			
Department/Fund	FY 2016	FY 2017	FY 2018

<b>Expenditures</b>			
Personnel			
Professional Services			
Maintenance			
Postage	\$250	\$250	\$250
Material	\$500	\$1000	\$1000
<b>Total</b>	<b>\$750</b>	<b>\$1250</b>	<b>\$1250</b>

## Future Strategy

Bellaire Fire Department's strategy for the future is very straight forward. Hire the best available personnel, train them to the expected level, give that person the equipment and tools necessary to do the job, help the new hire to fit into the culture of Bellaire and inspire them to become better tomorrow than today. This simplistic approach it is absolutely necessary to continue the high level of service that Bellaire citizens have come to expect.

The changing demographics of Bellaire also require that the service providers become more diverse. Understanding cultural norms for the population served will help Bellaire Fire to remain relevant and helpful to all.

*Should the Comprehensive Plan be vigorously pursued by Public & Private enterprises, and should available space be converted into High Density Housing, the following shall apply.*

-Consideration shall be given to an increase in the number of Fire Department Employees to operate additional resources.

-Consideration of implementing a Peak Period Ambulance with additional personnel.

-Consideration of purchasing an elevated device from which to conduct extinguishment and rescue.

-Consider a change in Automatic Aid Agreement to utilized West University Place Fire Apparatus as on scene protection of IH 610 emergencies.



## FY 2015 Information Technology Service Plan

**City of Bellaire Mission Statement:**

*The City of Bellaire is dedicated to outstanding quality service and facilities to ensure an open, progressive, and secure community.*

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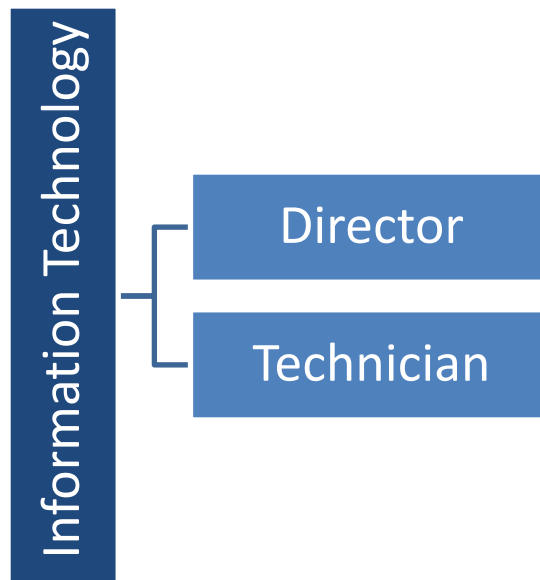
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## Why Statement

The primary mission of Information Technology, IT, is to provide secure infrastructure; excellent management oversight; and support in the delivery of information technology products and services to all City end users in an efficient and qualified manner.

## Who's Responsible for What



# What Does the Department Do

In support of the IT service delivery, various services are required for operational effectiveness and stability.

- Technology systems and infrastructure support  
Insure service availability which consists of response to systems outage;, support for standard software applications; disaster recovery/business continuity projects and maintenance of technological assets
- Strategic planning and Project Management  
Implement appropriate technologies to enhance City initiatives, functions and operations through a robust and dynamic technology infrastructure providing key benchmark information. Invest purposefully in the expansion and improvement of the City's technology infrastructure to enhance the efficiency and success of all aspects of City operations. Consult with Department management on solutions to insure consistent and unified systems integration.
- Compliance and security  
Accomplish compliance initiatives which include regulatory, vendor and security upgrades; operating system and software version implementations; legal and operational regulations support; and internal and external audit requirements
- Training and Education  
Maintain competence in technological topics and issues through education and training efforts; collaboration with governance groups and strategic partnerships; and participations with a wide range of colleague institutions and professional organizations

Information Technology provides all network, software, hardware and telecommunication support to the City's end users and other designated parties. Support includes, but not limited to, response to systems outages, support for standard software applications, disaster recovery/business continuity projects and maintenance of technology assets.

Network support includes all server connectivity, routers, switches and supportive network operating systems, firmware and protocols. Wireless connectivity, remote access (including mobile device connectivity), user authentication/validation are included in network support as well.

Hardware support services include diagnosing computing equipment for any hardware issues, purchasing parts, installing and properly disposing of defective parts as needed. Managing warranties, replacement schedules, determining replacement value and maintaining a modest replacement parts inventory are included in this scope.

Software support is provided comprehensively to all City staff users. Specific support is provided to City Council, Board, Commission and Committee members as it relates to effective correspondence and compatibilities with City systems. Software includes desktop applications, financial software, customer relation management applications as well as specific applications a user or Department may utilize. Software support is accomplished for all personal computers, laptops and mobile devices.

Disaster recovery and continuity includes reliable and current backups, redundant and/or mirrored enterprise data, virtual servers and network storage appliances. Off-site backups and comprehensive maintenance support contracts supplement current disaster recovery efforts.

An Information Technology support management suite is utilized to log, track and manage support calls. It is the goal to complete all level one service calls, not requiring vendor or third party technical assistance, within a 24 hour period. Level two service calls, that require vendor assistance, are on a case by case basis.

## Service: Strategic Planning and Project Management

IT develops an annual Strategic Plan, a combination of the IT Service Plan and supportive individual Project Plans. The Service Plan is Information Technology's core planning document and cornerstone of the IT annual Strategic Plan. The Service Plan outlines support objectives and operational guidance by fiscal year. In support of the Service Plan, specific Project Plans are created and establishes annual project scopes; deliverables, required constituent participation; necessary resources and completion schedules. These Project Plans serve as working documents and are amended throughout the year. Ultimately the Service Plan and supporting Project Plans serve as documentation and the tool used toward achieving robust, reliable, and secure technology systems and infrastructure improvements.

Information Technology creates and manages an annual budget to support IT operations. The budget funds the personnel, infrastructure, hardware, software, networking and IT projects for all Departments in the City. Input from Department Directors, City Administration and City Council request factor into budget development and determine budget priorities. The goal is to invest purposefully in the expansion and improvement of the City's technology and infrastructure to enhance the efficiency and success of all aspects of City operations.

Implementation of the strategic plan is an ongoing process to include execution and evaluation. As plans are initiated, each stage is monitored along with any dependencies to insure each phase is successfully completed.

## Service: Compliance and Security

Information Technology monitors industry standards, legislative rulings and vendor recommendations to maintain a secure, current and viable technological platform for all users. Network security is accomplished through the management of firewalls; server security updates and patches and updates and patches to all network devices. Maintaining an active and current antivirus server is a key component to security as well.

Securing the user environment is an ongoing process. As new and modified security threats develop, desktops and enterprise systems are maintained and updated for protection from known threats. IT manages user accounts; issues passwords, and manages access to various resources to insure user security.

## Service: Training and Education

Information Technology is a forever changing and evolving area. The Director and Technician maintain a continuous education and training schedule to remain abreast of the field. Technical training; webinars; conferences; professional affiliations; independent study and list services all serve as resources. The goal is to maintain an in-house knowledgebase of current best practices and future trends.

# Who Does the Department Serve \*\*\*Internally & Externally

The IT Department currently services the following constituents:

- All City Department staff members (operations and management)
- City Council, Boards, Commissions and Committees
- City affiliated operational partners and contractors

## Service Level Expectations

Department: Information Technology		Expected Results	
Technology and Systems Support			
Network availability	Total hours in a month that the network is fully operational to all users	98% (goal)	
Desktop support	Class I calls Class II calls	w/in 24 hours w/in 72 hours	
Disaster recovery	Successful restoral of services/data	100% restoral	
Strategic planning and Project Management			
Meet with Managers	Discuss and plan for future Department needs		
Four year plan	Updated and relevant organizational plan	Continuous review	
Budgeting	Balance resources available to meet organizational objectives	Continuous review	
Implementation	Managing plan objectives	Continuous review	
Evaluation	Evaluate system operations and analyze for improvements	Continuous review	
Compliance and Security			
Upgrades	Insure hardware, software and networks are current on all relevant updates and patches	100%	
Legislative	Stay current of all rules and regulations to maintain compliant network and system operations	100%	
Security	Maintain a secure network and system environment	100%	
Evaluation	Evaluate system operations and analyze for improvements	Continuous review	
Training and Education			
Education	Maintain knowledge of technological current events, advances and future offerings through information gathering; webinars; and vendor discussions	Continuous review	

# Budget

## Revenues/Expenditures

Annual Budget			
Department/Fund	FY 2014 Actual	FY 2015 Budget	FY 2015 Projections
<b>FTE's</b>	1	2	2
<b>Revenues</b>			
*Source*			
<b>Total</b>			
<b>Expenditures</b>			
Personnel			
Professional Services		286,000	286,000
Maintenance		35,000	35,000
Contractual Services		225,000	225,000
Materials & Supplies		142,000	142,000
<b>Total</b>		<b>688,000</b>	<b>688,000</b>

## Fiscal Forecast

Fiscal Forecast			
Department/Fund	FY 2016	FY 2017	FY 2018
<b>FTE's</b>	2	2	3
<b>Revenues</b>			
*Source*			
<b>Total</b>			
<b>Expenditures</b>			
Personnel			
Professional Services	305,000	350,000	375,000
Maintenance	35,000	40,000	45,000
Contractual Services	240,000	270,000	290,000
Materials & Supplies	150,000	175,000	200,000
<b>Total</b>	<b>730,000</b>	<b>780,000</b>	<b>835,000</b>

FY16 considers natural cost increases; first year increases in Harris County/City of Houston Public Safety communication service

FY17 considers natural cost increases; supportive services for CRM implementation and relocation planning; second year of increases in Harris County/City of Houston Public Safety communication service

FY18 considers natural cost increases; supportive services for relocation implementation

# Environmental Scan

- Information Technology will have two primary factors impacting its operations and budget over the next three years: relocation to new facilities and a Customer Relations Management, CRM, application.

During the construction process there will be a transitional period where all IT resources must continue to operate and function in a normal manner. The temporary relocation of IT services and infrastructure will present logistical and budgetary issues that must be planned for and addressed. In addition to the obvious desktop computers and printers, network and telecommunication factors must be satisfied in the areas of Public Safety, public services and administrative support. Ongoing communication with stakeholders and detailed plans will be developed as details become defined.

FY16 will be a planning year for an upgraded or new CRM application. Incode has been the CRM tool for the City for the past eleven years and our current version will reach end of life by FY17. Incode includes operational software for Finance (General Ledger, Accounts Payable, Budgeting, Cash Collections, Check Reconciliation, Fixed Assets, Project Accounting and Purchase Orders), Development Services (Building Projects, Business License, and Cash Collection), Utility Billing, and Municipal Courts. Over the past eleven years technologies and Departmental needs have evolved and a CRM tool to meet the current landscape will be explored. All Departments will have representation in a workgroup to provide input on a needs assessment and participate in vendor interviews and selection process in preparation for FY17 implementation.

The new CRM tool would offer greater customer/resident access for self service and management of accounts; secure online payments; online building applications allowing for real time review; integrated geographical information data; accessibility from any mobile device and other features not available in our current system. An assessment of data needs was conducted of all the Directors by a third-party consultant in 2014. There is a clear need for shared data between all Departments and the new CRM tool would securely provide that. Our current CRM application is a local server-based product. A cloud-based product will be evaluated as well. There are definite advantages and disadvantages to both and a thorough analysis will be conducted.

Over the past eleven years these are our direct cost for Incode:

\$720,600 licensing, maintenance, training and peripherals to Tyler Technology FY05-15

\$44,000 additional local server hardware and software cost FY05-15

\$68,000 is our annual maintenance support cost in FY15

# Available Assets

## Equipment Inventory

- 3 Cisco firewalls
- 6 48 Port Cisco Switches
- 3 25 port Cisco Switches
- 3 Motorola switches
- 8 Wi-Fi routers
- 9 Routers (including those for TLETS, AT&T, TranStar, Motorola, HPD, etc.)
- 4 Telecommunication servers
- 21 Physical Servers
- 128 Desktop PC's
- 42 Printers
- 31 Laptops (3 integrated with Coban)
- 11 Coban car computers
- 17 Apple iPads tablet
- 1 Microsoft Surface tablet
- 2 Color copiers (lease)

# Future Service Enhancements

There will be a greater push toward cloud computing, SCADA support, possible cloud-based telecommunications and increased virtualization of hardware and IT deliverables. The workplace is integrating more technology into all areas of operations. As operations evolve, support of those operations and opportunities for enhancements are explored

Annual Enhanced Budget			
Department/Fund	FY 2016	FY 2017	FY 2018
<b>FTE's</b>			1
<b>Revenues</b>			
*Source*			
<b>Total</b>			<b>1</b>
<b>Expenditures</b>			
Personnel			60,000
Professional Services			
Maintenance			
Contractual Services			15,000
Materials & Supplies			
<b>Total</b>			<b>75,000</b>

FY18 considers an additional FTE to meet expected IT support, training, and growth



# Future Strategy

The Information Technology future strategy has three primary areas of focus:

- Network capacity and security
- Cloud computing and mobility
- User Education
- Facility relocation

As more computing and communication is conducted over the internet, greater amounts of bandwidth and improved speeds are necessary. Network capacity must continue to support the increasing demand while proving opportunities for growth. The City has a primary and secondary circuit for internet access. This allows us to balance our traffic and have backup access should the need arise. We are currently in a two cycle of upgrading our internet circuits. This is reviewed on an annual basis to insure that bandwidth needs are met within reasonable budget parameters. Security is always of paramount concern. As additional mobile devices are brought into service and remote computing increases, the City will secure access to network resources utilizing industry standard hardware appliances and software. Standards of use will be strictly enforced while emphasis on safe computing is communicated to all users.

As current software applications come to end of life support, cloud-based alternatives will be explored. Those include Office 365 to replace MS Office 2013 as well as a replacement for the server-based Incode CRM application for numerous City functions. In FY15, two Departments migrated from server-based operational software to cloud-based operational software. The Parks Department utilizes ActiveNet while the Fire Department utilizes FireHouse. Both products are subscription based, paid annually with built-in product support. The City no longer has the cost of licensing the software, annual maintenance cost, local server hardware and software cost, data backup cost and staff support cost. A cloud-based solution for the new CRM application will take this into consideration while also placing an emphasis on security, reliability, and feature set. Mobile computing is a standard feature in all modern software applications. It allows for robust computing while eliminating the corded connection of a traditional PC. Mobile computing has increased in the Public Safety Departments and will increase in the Public Works and Development Services areas as well over the next few years. Remote opportunities will be made available for administrative staff in various functions. Maintaining a secure and mobile-friendly computing environment will be woven into all future projects.

A formal in-house User Training Program will be established for educational opportunities on all software applications, network navigation and secure computing practices for all staff. IT will work with Human Resources to formulate a skills standard that identified staff positions must possess. Training opportunities will include webinars, online videos, instructor-led WebEx trainings and knowledgebase materials.

I will monitor the process and provide input as needed during the planning development of the new facilities.



## FY 2015 Service Plan Bellaire Police Department

**City of Bellaire Mission Statement:**

*The City of Bellaire is dedicated to outstanding quality service and facilities to ensure an open, progressive, and secure community.*

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# Why Statement

The Bellaire Police Department exists to enhance the quality of life of citizens by safe guarding the rights and freedoms of all persons, providing a safe and secure community, investigates criminal incidents, and facilitates the flow of traffic.

The BPD is uniquely vested to perform the police function. Texas Local Government Code Title 11. Public Safety, Sec. 341.003, allows the City of Bellaire as a home-rule municipality to create a police department. The Bellaire Police Department is created in Bellaire Code of Ordinances Sec. 2-5. – City departments. Texas Local Government Code, Texas Code of Criminal Procedure, Texas Penal Code, Texas Occupation Code, Texas Commission on Law Enforcement Rules, and Bellaire Code of Ordinances bestow statutory authority on peace officers to perform duties and functions that cannot be performed by others.

The Bellaire Police Department purpose directly relates to the City of Bellaire Mission by providing a secure community through quality police services. The operations of the Bellaire Police Department directly facilitate Bellaire City Council's priority of residential and commercial safety as well as other priorities to a varying degree.

## **Bellaire Police Department's Vision Statement**

As a premier law enforcement organization the Bellaire Police Department's vision is for the City of Bellaire to be the safest community in the area by blending excellence in policing with community partnerships.

## **Bellaire Police Department's Mission Statement**

The dedicated professionals of The Bellaire Police Department, in cooperation with the citizens of Bellaire, shall strive to provide a secure and viable community through:

- The protection of the fundamental rights of all people.
- Open communication and alliance with citizens.
- The promotion of pride and trust through the continual performance of responsibility, honesty, integrity, and discipline.
- Active recruitment, development, and retention of quality personnel.
- Proactive innovation to anticipate and meet the challenge of our changing environment.

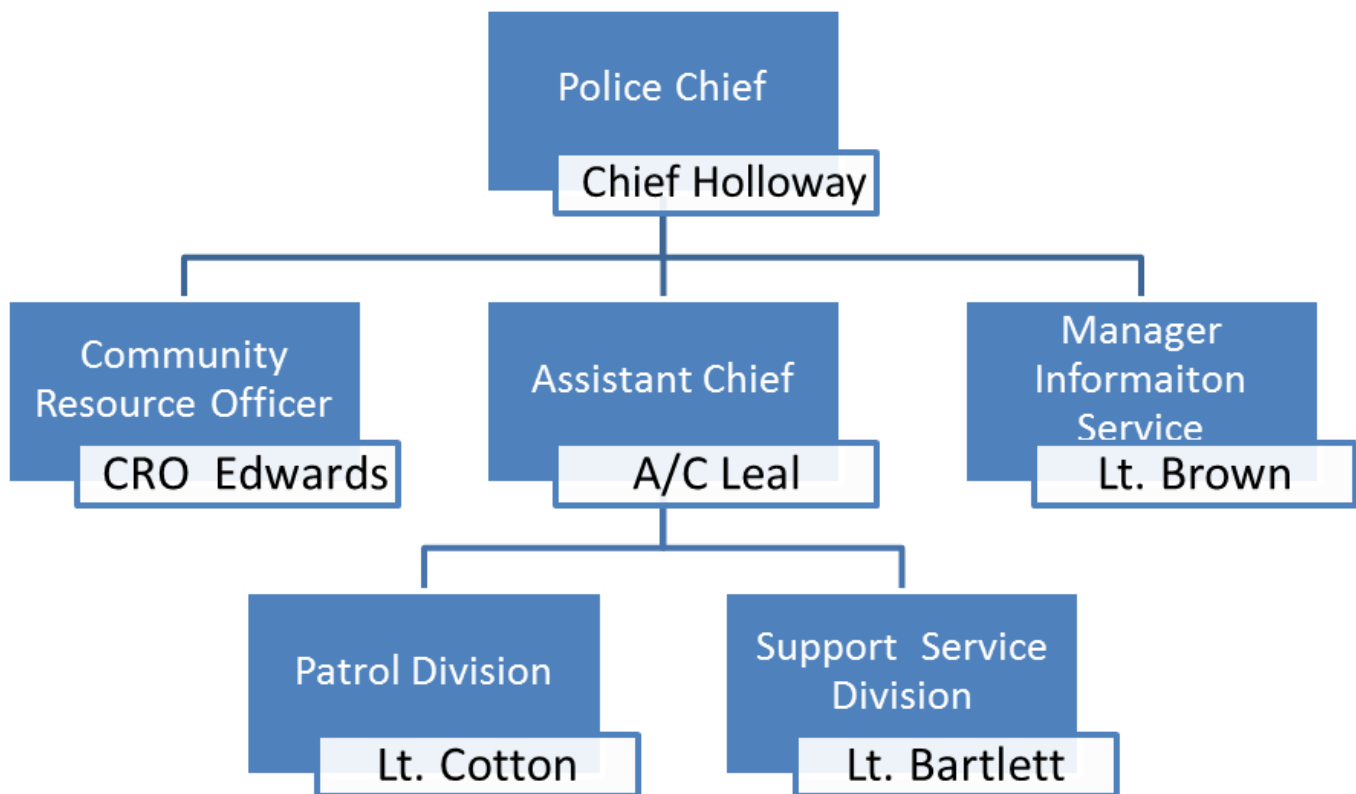
## Bellaire Police Department's Values Statement

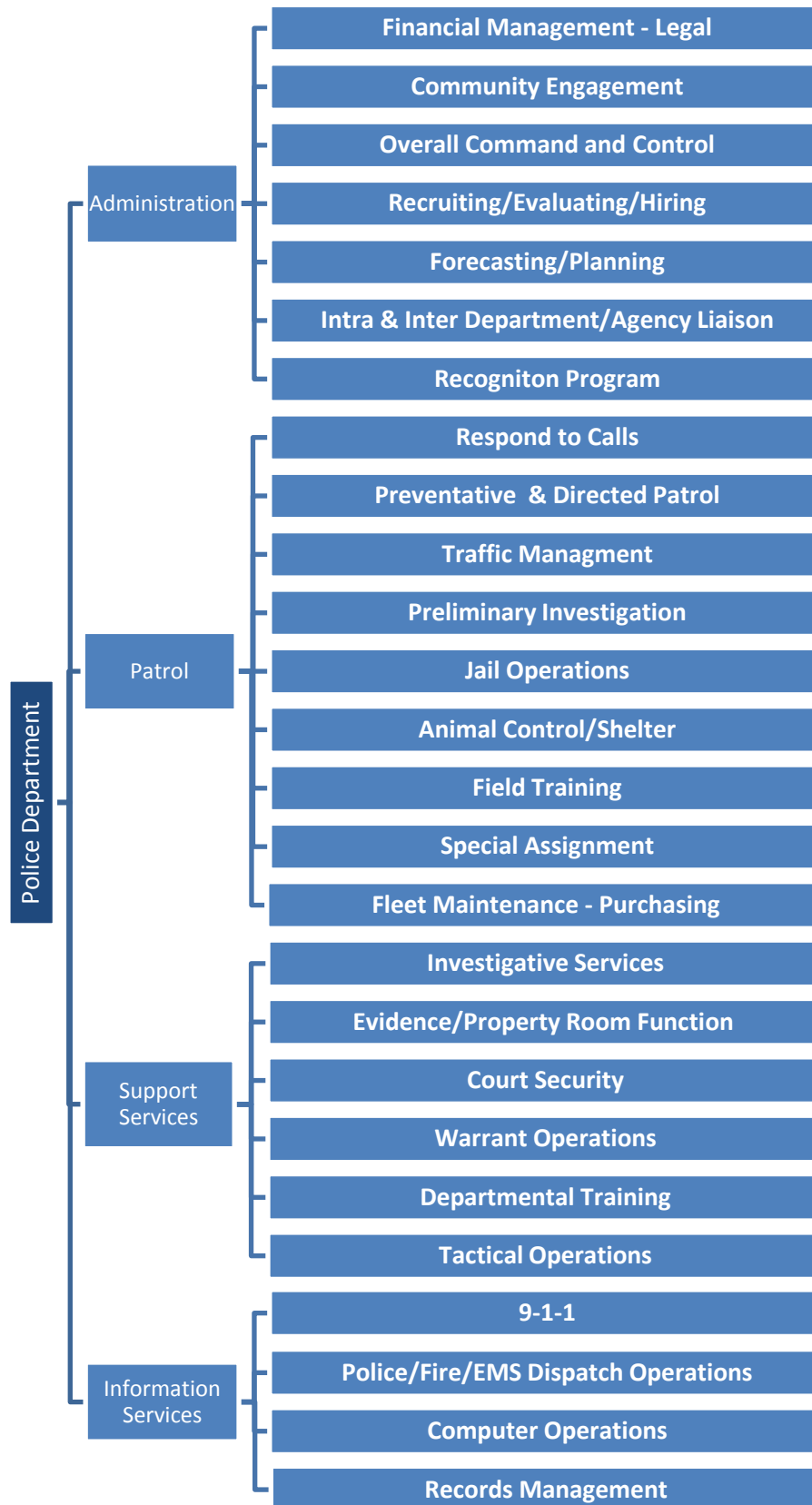
**Service** - We provide quality service to all. We understand the expectations of us as *professionals* and accept those high standards in the delivery of services. We are *accountable* for our actions to ourselves as well as the community we serve. We recognize and accept the *responsibility* that comes with our authority as peace officers.

**Honor** - We will *honor* our community, our government, and our Department by our actions, reflecting strong character as well as practicing the values of our Department. We are *honest* and *forthright* in all our dealings. We are *loyal* to our community, our profession, our Department, and to ourselves. Our loyalty is for the greater good and not self-serving. We *respect* all persons and their rights.

**Courage** - We will act with *courage* in the face of danger. We will have courage in our decision making, ensuring that we act in an *ethical* manner with *integrity* and *compassion*.

## Who's Responsible for What





# What Does the Police Department Do?

The police department is responsible for emergency communications, traffic enforcement, crime prevention, criminal investigation and apprehension, law enforcement records/computer operations, limited code enforcement, animal control, warrant management, community information and education services, and municipal jail operations.

## **Projects in Which the Department is a Team Member**

Community Safety Outreach Team – Chief Holloway, Chair  
Neighborhood Traffic Management Team – Chief Holloway, Chair  
Vehicle and Equipment Team - Chief Holloway, Co-Chair  
Safety and Risk Management Team – Assistant Chief Leal, member  
Fleet Vehicle Maintenance Team – Lt. Cotton, member  
Communication Team – Lt. Brown, member

## **Departmental Work Groups**

New Police Building Work Group  
Recognition Work Group  
100 Year Anniversary Work Group  
Performance Evaluation Work Group  
Quality Assurance Work Group  
Alternative Scheduling Work Group

## **ADMINISTRATION**

Administrative services are provided on a continual basis with presumed hours of operation being Monday through Friday from 8:00 AM to 5:00 PM. Actual hours may vary. An Administrative Officer is always available by way of a rotating “on call” schedule. The Chief, Assistant Chief, and all Lieutenants oversee the daily operations of their assigned responsibility to ensure the efficient and effective delivery of services. All Administrative Officers are on call to provide direction, command, and control as needed. The Chief of Police manages the administrative function.

Administration manages three facilities: the Bellaire Police Station located at 5110 Jessamine, Bellaire, Texas, the Bellaire Police Firearms range located at 2837 Bellfort, Houston, Texas, and the Bellaire Animal Kennel located at 4337 Edith, Bellaire, Texas.

Administration is managed by the Chief of Police.

## **Service - Financial Management**

Ensure fiscal responsibility within the department by overseeing budget operations. Develops, presents, and manages the Department’s fiscal year budget. Also includes management of departmental assets. Forecast future funding needs.

#### Service – Community Engagement

Plan, organize, and manage opportunities for the community to engage with the police department. Provide venues for the flow of information to and from the community related to crime, safety, and security. Purpose of engagement is to enhance community safety which is achieved through a variety of forums. Such forums include the Police Department's annual Year in Review, biannual Police Community Meetings, staff membership and participation in various civic organizations, police website, department accessibility, Community Resource Office programs, special events, and various others. This also includes administering the Citizen Training Advisory Board.

#### Service – Overall Command and Control

Manage the structure and operations of the Police Department. This includes staffing, scheduling, directive development, discipline, and the internal investigative process.

#### Service – Recruiting/Evaluating/Hiring

Selection of new officers and employees which includes recruiting, testing, background investigation, and oral interviews. Recruit through area police academy, website, and professional publications. Physical assessment of police officer candidates included in this process.

#### Service – Forecasting/ Planning

Forecast, recognize, and predict needs, trends, or changes in the delivery of police services. Plan for the most effective use of resources available. Project financial impacts and areas of concern. This includes updating the Department's 5 Year Strategic Plan.

#### Service - Inter & Intra Department/Agency Liaison

Act as a liaison with other City of Bellaire Departments to facilitate processes and efforts within the City of Bellaire's structure. Act as a liaison with various other local, state, and federal law enforcement related organizations. Work with civic and advocacy groups.

#### Service – Recognition Program

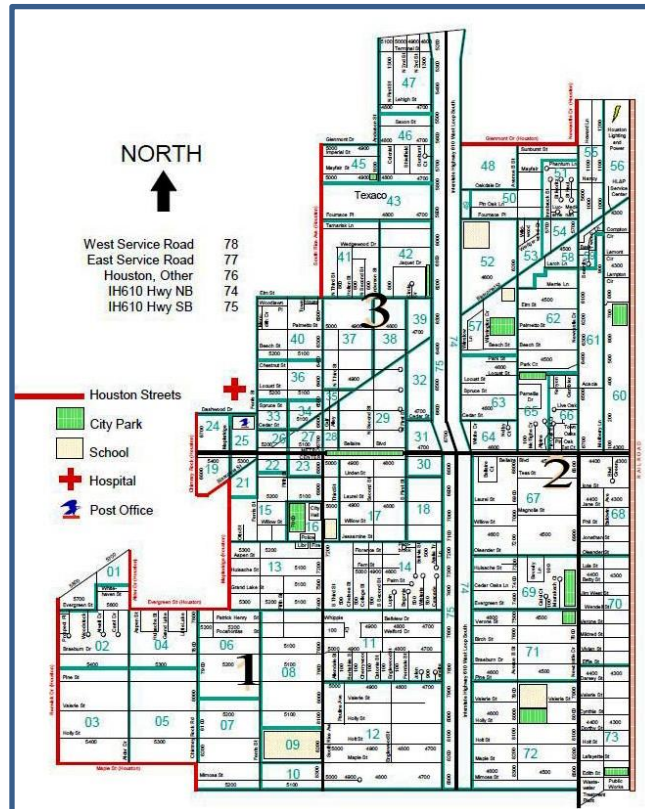
This is the central component for directive, standard operating procedures, policies, and protocols development. This includes training of employees in policies and procedures. Also includes policy review and policy updating.



## PATROL DIVISION

The Patrol Division consists of uniformed officers in marked police patrol vehicles, motorcycles and bicycles. Patrol Officers at times work special assignments in plain clothes and unmarked vehicles. The Patrol Division provides police services 24 hours a day, 7 days a week, and 365 days a year. There are 3 principal patrol shifts: 6:45 AM to 3:15 PM, 2:45 PM to 11:15 PM, and 10:45 PM to 7:15 PM. Each shift officer is assigned primary responsibility to one of three designated patrol districts within the City of Bellaire.

The Patrol Division is managed by 1 Lieutenant as well as 3 Patrol Sergeants and 3 Patrol Corporals. 1 Sergeant and 1 Corporal are assigned to each shift.



### Patrol Districts

*The City of Bellaire is divided into 3 patrol districts. An officer is assigned the primary responsibility for a district during a shift.*

*The west side of IH610 is divided into 2 districts as approximately 70% of police calls for service occur on the west side*

### Service – Respond to Calls For Service

Respond to calls for police services such as suspicious activity, crime in progress, traffic accidents, traffic complaints, and other requests. Officers often respond to non-police related calls and assist citizens obtain the proper service.

### Service – Preventative and Directed Patrol

Officers patrol the homes and businesses in their assigned patrol districts for preventative purposes. Patrol visibility is intended to deter criminal activity and promotes the sense of wellbeing in neighborhoods. Officers may be directed to patrol specific areas or patrol in specific patterns as may be appropriate based on analytical data as well as other identified needs.

### Service – Traffic Management

Patrol officers are responsible for conducting traffic accident investigation as well as traffic enforcement. Officers may direct traffic as needed around incidents, events, or other roadway obstructions. Patrol is responsible for traffic assignments based on citizen complaints, DWI enforcement, and other traffic related events.

### Service – Preliminary Investigations

Patrol Officers are responsible for the preliminary investigation and evidence collection on most crimes. On major offense in which a detective must investigate the crime scene, patrol officers are responsible for stabilizing/managing the scene, identifying witnesses, and securing evidence until the detective can arrive. Patrol officers are responsible for investigating an offense as fully as appropriate prior to the case being submitted to the Criminal Investigations Division (CID).

### Service – Jail Operations

The Bellaire Police Station houses the municipal jail. There are two holding cells in the booking office that hold prisoners as they are processed. After processing, a prisoner is moved to the male or the female cell block. The female cell block has two cells that hold two prisoners each. The male cell block has four cells, two of which hold 2 prisoners each and two of which hold 1 prisoner each. Jail operations incorporate all functions related to the housing of prisoners, including but not limited to, bedding, feeding, medical needs, clothing, and case management. Municipal prisoners are housed entirely in the Bellaire Jail. Non-Bellaire prisoners are transported to the Harris County or other jails as appropriate.

### Service – Animal Control/Shelter

The Humane Officer is a non-sworn employee responsible for enforcement of ordinance related to animal control, some forms of animal remove, wildlife concerns, investigation of animal bites, suspected rabbi case, return lost animals, managing animal adoption, and animal kennel management.

### Service – Field Training Program

The Field Training Program is responsible for the training of new patrol officers. This includes operational orientation, patrol tactics, departmental policy and procedures, as well as other required processes. New officers must successfully complete this 16 week program prior to assignment to a patrol shift. Specially trained veteran officers perform the role of trainer using an established task based program.

### Service – Special Assignments

The Patrol Division manages special assignments as may be given by the Chief of Police. Such assignments may include working with community groups, special patrol and tactical operations, unique traffic assignments, and the like.

## Service – Fleet Maintenance

The Patrol Commander coordinates the purchasing and maintenance of all vehicles in the police Department's fleet of vehicles. This includes equipping vehicles and research the use/needs of the Department. Forecasting and managing the vehicle replacement schedule is also a function of this task.

## SUPPORT SERVICES

The Support Services Division is comprised of the Detective Division, Court Security Unit, the evidence room function, and the Warrant Unit. Support Services Division hours of operation vary during the week dependent on the task. The Support Service Division is managed by 1 Lieutenant.

The Support Services Lieutenant is responsible for internal investigations of police employees as may be appropriate. The evidence/property function is directly supervised by the Support Services Lieutenant.

## Service – Detective Division

The Criminal Investigation Division (CID) is currently made up of 3 Detectives and directly supervised by the Support Services Lieutenant. Two detectives are permanently assigned to CID and 1 Detective is assigned on a 2 year rotating basis. Services are provided 24 hours a day, 365 days a year.

CID investigates and clear cases in accordance with the Texas Penal Code, Texas Code of Criminal Procedure, and other industry standards. Cases are assigned to detectives based upon solvability factors and Uniform Crime Rate hierarchy classifications. Detectives are assigned to collect, correlate and analyze facts and evidence in each case to arrive at an accurate conclusion. Detectives request subpoenas for records and persons in conducting case follow-up.

Detectives must respond to the scene of designated crimes and collect evidence. Detectives must also respond to the scene of an offense if requested to do so by a patrol officer or supervisor.

Persons suspected of committing a crime and/or witnesses are interviewed by detectives. Detectives draft search and arrest warrants. Detectives coordinate warrant service with the Special Response Team. Detectives investigate and close cases by arrest or other disposition as may be appropriate. Detectives prepare original/supplemental reports for submission to the District Attorney's Office and testify as needed.

Detectives are assigned to after hour responses on a rotating basis. One detective is assigned as a Crime Victim Liaison in keeping with the Crime Victim's Compensation Act and manages the provisions of this act.

## Service – Evidence/Property Room Function

The property function is performed by 1 police technician. All evidence collected in connection with investigations must be properly marked, packaged, indexed, and stored in the Police Evidence/Property Room. Evidence and property submissions are generated by the Patrol Division and Criminal Investigation Division. Found and abandoned property which is recovered by the Bellaire Police Department is also placed into the property room.

Property must be managed within guidelines established by various laws. Evidence must be prepared and ready for presentation in court as may be subpoenaed. Property must be disposed of as provided by law. Court orders must be obtained by the Police Technician for the disposal or destruction of evidence.

Cash, drugs, jewelry, and firearms are items of special concern in the management of the property room. The police technician facilitates the release of property to citizens as may be appropriate.

#### Service – Court Security

Security for the Municipal Court is provided by two police officers working in a part time capacity as bailiffs. Bailiffs are scheduled at any time court is in session. The number of Bailiffs scheduled is based on the size and nature of the docket. Bailiffs are responsible for the physical security of the courtroom, screening persons entering the courtroom, courtroom control during court, judge/prosecutor/clerk security, and juror security/movement.

#### Service – Warrant Operations

The Warrant Unit consists of 1 warrant officer. This officer manages the municipal warrant function (Class C Misdemeanor).

Warrants received from the municipal court are validated and entered into the Southeast Texas Crime Information Center (SETCIC). The SETCIC warrants subsystem allows participating agencies to enter, update, clear, and delete their own warrants, and view warrant information entered by other SETCIC members. This shared system helps law enforcement officers determine if a defendant is wanted by a SETCIC member agency. Unlike the Texas Crime Information Center, SETCIC contains open warrant information for class C offenses only. The warrant officer insures cleared warrants are removed from SETCIC and manages fees/payments to the system.

The Warrant Unit uses various means of contacting persons that have outstanding Bellaire municipal warrants in an attempt to make a non-arrest resolution to their warrants. The Warrant Unit does arrest persons with outstanding Bellaire warrants. The Warrant Officer manages the OMNI function, in which persons with outstanding warrants cannot renew their driver's license until their warrant is resolved.

#### Service – Departmental Training Process

Support Services coordinates the Departmental Training process. In-house training programs such as firearms training, TASER training/recertification, and Special Response Team tactical training are managed. This includes record keeping as mandated by the Texas Commission on Law Enforcement (TCOLE) is reported and archived. Compliance with the legislative 4 year training cycle and 2 year training unit in managed by the Support Service Lieutenant.

### INFORMATION SERVICES

Information Services manages the City's communication infrastructure as it relates to emergency response services as well as manages the Communications Division, 9-1-1 services, records and technology. All aspects of interoperability and response begin with information services.

Information Services acts as a resource to all Divisions of the Police Department as well as other city Departments. Information Services assists employees/public access resources and information during emergencies. Provides real-time data for crime mapping, analysis, offense/accident reports as well as daily, monthly, and annual reporting. Information Services manages public release of crime profiles, website data, and emergency notifications.

Management of mission critical communication infrastructure for police/fire/EMS response by radio, data, the Emergency Communication Center, 9-1-1, and all other emergency response operations are also a function of Information Services. Remote access to mobile data is provided to police officers and firefighters. Providing and managing the records management system (RMS) for the completion of offense and other related work product is also an assigned function. Communication Officers staff the Emergency Communications Center (ECC) seven days a week, twenty-four hours a day, 365 days a year.

The Records Division processes the records for court, Detective Unit, Patrol Division, and citizen access purposes as may be appropriate. The Division conducts statistical reporting for crime analysis, crime prevention, and forecasting. Scanning, archiving, and retrieval of documents activity is also conducted by this Division.

Information Services manages data for the Uniformed Crime Report (UCR) which is collected, compiled, and reported. Also data for compliance with the Texas Racial Profiling Law is collected, audited, and reported.

#### Service - 9-1-1 Services

ECC staff answers 9-1-1 incoming telephone lines. Staff quickly determines the location and details of accidents, injuries, offenses, and request for other emergency services. ECC staff prioritizes response and provide emergency information to victims. This function provides lifesaving instructions during medical emergencies. Calls received which are determined to be outside the City of Bellaire are re-routed to the appropriate agency.

ECC staff operates the Harris County 911 system Public Safety Answering Point (PSAP) which connects callers directly to the Bellaire Police ECC. Telecommunications Device for the Deaf (TDD) and Texting 911 are supported in the Bellaire's location PSAP directly. A function of the ECC is to create and distribute real time community emergency alerts through Communicator NXT and GeoCast (commonly referred to as "reverse 911").

#### Service – Police/Fire/EMS Dispatch Operations

The ECC is responsible for all emergency and non-emergency communications for Police, Fire, and Emergency Medical Services (EMS). All requests for Police, Fire, or EMS assistance from the public and other criminal justice agencies is received, prioritized, and dispatched by ECC personnel through the Computer Aided Dispatch System (CAD). CAD allows for the immediate exchange of information between patrol officers, firefighters, emergency medical personnel, and ECC personnel.

ECC personnel identify/initiate the response of appropriate personnel and equipment utilizing Police/Fire radio. This includes paging systems as well as telephones, teletype, electronic, and facsimile communications. The ECC has a live stream video feed from TranStar Houston which allows the ECC to view real time video from designated areas throughout Bellaire and the Houston area. This real time video feed assists with a quicker and safer response by emergency personnel.

## Service – Computer/Technology Operations

The Police Department houses as well as maintains the network infrastructure and firewalls for all City Departments.

Built-in redundancies and fail overs are in place on critical firewalls and networks. Private Wi-Fi, Verizon, ATT, Motorola, City of Houston, TranStar, and Texas Law Enforcement Teletype Systems (TLETS) network connectivity are maintained to provide network related capability for necessary information exchange functions.

This function includes maintaining and managing the hardware replacement schedule for 15 physical servers and numerous virtual servers, 51 Desktop PC's, 32 Printers, 15 laptops (3 integrated with Coban Dash Cams), and 11 Coban Dash Cam car computers. There are also 2 Automatic License Plate Readers which equates to additional PC's, 1 color copier, as well as extensive Motorola radio infrastructure representing 104 physical car and handheld radios. There are 3 dispatch consoles supporting the network infrastructure, and redundant hardware for the mission critical nature of our radio communications. Website management, social media, twitter, and media relations are also managed.

## Service – Records Management

Records services are provided from 8:00 AM to 5:00 PM Monday through Friday. This office is staffed by 1 full time records technician and managed by the Information Services Lieutenant. The Records Division manages/maintains/archives all types of mediums for information and computerized data for the Bellaire Police Department.

Records management includes processing records for the Police Department, Bellaire Municipal Courts, and other related service activities. Records creates, monitors retention, maintains, and disposes of records for the Police Department. Records produces/disseminates reports and statistical data in accordance with the guidelines of local and state requirements which include the Uniform Crime Reporting Act, Texas Open Records Act, Texas Incident Based Reporting, and other applicable state or federal laws.

Information is maintained on several mediums which include: book, paper, letter, document, photograph, film, tape, microfilm, sound recording, drawing, and electronic data maintained in computer storage. Information is held in such a way as to facilitate accessibility and retrieval of records for the Department, the public, and other criminal justice or law enforcement agencies. The retention of records is monitored to insure compliance of state statutes governing maintenance of governmental records.

Copies of reports and other information are made available to the public in accordance with the Texas Open Records Act and privacy laws. Records is also the key point of access to criminal justice statistical activities within the City. Records complies with state guidelines for providing departmental activities to the Department of Public Safety and other state and local agencies.

# Who Does the Police Department Serve?

Bellaire Police Officers swear an oath to the Constitution of the United States, the Texas Constitution, as well as the Charter and Code of Ordinances of the City of Bellaire. Non-sworn employees serve a support role to sworn operations. As such, the Department provides equal police services to all persons regardless of citizenship or residency.

The Department also serves as a resource to all other City of Bellaire Departments as well as working in partnership with other law enforcement organizations.

The Administrative Staff serves the work force of the Department as well as all other City operations, employees, and Departments.

## Service Level Expectations

Department: Police- Administration		Expected Results	
Financial Management - Legal		FY2015	FY2016
Financial	Continue to manage budget. Financial projections for Police Department will be completed monthly.		
Legal	Continue to manage legal actions involving Police Department. Coordinate as appropriate current capital appeal.	2 High Profile Cases	1 High Profile Case
Community Engagement		2015	2016
Community Meetings	Continue to conduct biannual community meetings.	2	2
Community Resource Office	Acts as the initial point of contact for citizens requesting non-emergency services as well implementing programs to address needs. Programs offered are as follows:  Neighborhood Watch Camera Mapping Crime Profiles Youth Group Tours of Police Building Home Inspections Business Inspections Wave Alarm Deployment Operation ID Operation KidSafe Be Safe - Be Seen Pedestrian Safety Program Construction Site Security Program Preservation and Display of 1955 police car Presentations on Response to Active		



	Shooter for Civilians Rape Aggression Defense Training (RAD) Recruiting Fatal Vision (DWI goggles) Child ID kits Bike Rodeo National Night Out Shop with a Cop		
Work Shop/Public Hearings	Increase participation in workshops and public hearings to provide information		
<b>Overall Command and Control</b>		<b>2015</b>	<b>2016</b>
Directive Development	Develop directives in keeping with Recognition programs best practices	82	163
Accountability	Expand employee accountability through sound management practices.	ongoing	
Performance Evaluation System	Revise PD Employee Performance Evaluation System. To include career development and counseling component.	Develop	Implement
Supervisor Core Competency	Develop and implement training track for supervisors in core competencies of police supervision	Develop	Implement
COMSTAT	Continued development of COMSTAT principles and application. Continued mid-month reporting.	24 (48 reports)	24 (48 reports)
Departmental Meetings	Biannual meeting with BPD employees to provide information and collect input on work environment and Department's mission.	2	2
Staffing	Work to sustain staffing levels and insure proper work distribution. Project future staffing needs.	61 FTE	62 FTE
BPD's 5 Year Plan	Revise plan in an effort to incorporate into the service plan	In progress	Complete
<b>Recruiting/Evaluating/Hiring</b>		<b>2015</b>	<b>2016</b>
Recruiting	Continue advertising and regional police academy visits/presentations	5	8
Evaluating	Enhance test to evaluate core academic skills and physical fitness level. Comprehensive background investigation. Psychological, medical, and drug screening.	3	2
Hiring	Refine employee selection and training	10	4
<b>Forecasting/Planning</b>		<b>2015</b>	<b>2016</b>
Citizen Input	Continued use of Community Meetings and website to collect citizen input. Forward service satisfaction mailings in 2016 to citizens/victims on random basis.	ongoing	



Crime Analysis	Continue at the shift level through COMSTAT. Increase development of Community Resource Office to facilitate this function.	12	12
Staffing Projections	Project staffing needs as well as consider job/assignment realignment.	12	12
Strategic Plan	Updating 5 year plan based on projected changes in the policing environment.	4	4
Service Plan	Continued applicability review	1	1
<b>Intra/Inter Department/Agency Liaison</b>		<b>2015</b>	<b>2016</b>
Bellaire Departments	Augment all City of Bellaire Departments		
Municipal Agencies	Continued inter-local cooperation/efforts with area law enforcement and participation in Harris County Chiefs Association, Houston Fusion Center, Children's Assessment Center, and others.		
Harris County Agencies	Harris County Sheriff's Department, Harris County District Attorney's Office, All Harris County Constable Precincts, Institute of Forensic Sciences		
State Agencies	Continued participation with Texas Law Enforcement Management Institute, Texas Tactical Police Officer Association, Texas Chief of Police Association, Texas Commission on Law Enforcement, Texas Criminal Justice User Group, Texas Fusion Center, Texas Department of Public Safety		
Federal Agencies	Continued participation with FBI National Academy Associations, FBI Command College, Regional Organized Crime Information Center, Department of Justice		
Other	Continue membership, participation, and partnerships with:  Texas Crime Prevention Association Gulf Coast Crime Prevention Association Texas Association of Vehicle Theft Investigators National Equipment Register Mothers Against Drunk Drivers Nextdoor.com BellaireConnect.com Lone Star Veterans		
<b>Recognition Program</b>		<b>2015</b>	<b>2016</b>
Program Development	Identify existing directives that comply with established best practices	82 Standards	163 Standards
Compliance Development	Forward completed standards to Foundation to establish compliance	65% Completion	100% Completion

Organizational Standards	Meet standards within timeline of contract with Foundation	65% Completion	100% completion
On-site Inspection	On-site inspection and audit of implementation of standards		100% completion

Department: Police - Patrol		Expected Results	
Respond to Calls		FY2015	FY2016
Call Response	Respond to multiple calls according to priority and available resources	28,884	30,000
Response Times	Maintain minimal safe response times to calls for service	5:19 Overall Average	5:19 Overall Average
Citizen Assessment	On-going service assessment from citizens		
Preliminary Investigative assessment	Improve on scene assessment on investigation/referral services and implementation of such		
Preventative & Directed Patrol		FY2015	FY2016
Preventative Patrol	Enhanced deterrence through traffic enforcement and criminal interdiction. Investigating suspect activity.	10,880 Stops/Observations	11,000 Stops/Observations
Directed Patrol	Use patrol and specialized units to target specific issues or areas identified through analysis. This includes Special Patrol program.	372	400
Neighborhood Visibility	Increase presence of patrol cars and traffic enforcement in residential areas.	11,384	11,500
Business Visibility	Enhance traffic enforcement and business contacts as well as investigating suspicious vehicles and persons in business areas.	680	700
Park Visibility	Units conduct park inspections per district by each shift.		
District Officers Accountability	Expand problem solving activity expectations at the patrol level.		
Housewatch Program	Promote program within the community.	11,384 Total Checks	11,384 Total Checks
Traffic Management		FY2015	FY2016
Enforcement	Traffic counter to be used to identify most effective time frame for enforcement. Traffic enforcement assignments to be made within 3 days of complaint received.	20	30

Accident Investigation	Investigate crashes and enforce appropriate violations	866	950
Special Event Management	Coordinate traffic and crowd control for special events/parades/etc.	224 minimal staff hours	250 minimal staff hours
DWI Initiatives	Investigate DWI drivers/crashes file appropriate charges	138	150
Special Enforcement	Timely response to specific issues and programs related to occupant safety and impaired driving.	70	70
Traffic Assignments	Enhance specific traffic enforcement in response to citizen complaints	194	194
Parking Enforcement	Improve enforcement of parking restrictions in specific areas according to need/complaints	294	294
Preliminary Investigation		FY2015	FY2016
Scene Security	Reinforce physical and evidentiary security processes at crimes scenes		
Scene photography	Improvement and increase efficiencies to include expanded training and technology development		
Evidence Recovery	Continued process improvements		
Operational Coordination	Enhance collaborations with detectives and other departments		
Case Transition	Strengthen case transfer processes of an investigation at point clearance or reassignment to CID		
Jail Operations		FY2015	FY2016
Detention of Prisoners	Continue safe and efficient processing of prisoners. Continue to maintain safe environment for prisoners and staff.	1,048	1,050
Detention Maintenance	Maintain clean jail facility. Inspect for contraband. Quickly address repair concerns.	288	300
Prisoner Management	Consciously house, feed, check welfare of prisoners in jail. Accurately maintain administrative status of inmates, providing transfer or release as appropriate.	1,152	1,200
Proper Identification	Effectively identify, prisoners, AFIS/photograph, confirm wanted status of prisoners.	1,0481	1,050
Trustee Management	Facilitate the release of prisoners and complete jail labor tasks through proper assignment of trustees.	20	20

Animal Control/Kennel		FY2015	FY2016
At Large Response	Rapid response and location of loose/vicious animals	232	240
Wild Animal Response	Effective response to reports of vicious/nuisance wild animals. Relocate animals as appropriate.		
Animal Bite Investigation	Timely investigation and management of animal bites. Enforce proper quarantines/vaccination requirements.	8	8
Kennel Management	Constantly inspect, clean, and maintain kennel. Properly maintain food and other resources.	532	532
Housed Animal Care	Ongoing feeding and care of housed animals.	532	532
Animal Resolution	Continued management of unclaimed, sick, lost animals.	10	10
Return to Owner	Continue efforts to locate animal owner and reunite.	30	30
Adopt Animals	Works with area rescue organizations to adopt out unclaimed animals.	16	20
Field Training		FY2015	FY2016
Field Training Officer Development	Updated training of FTOs as per current program requirements.	5	8
Field Training Program Development	Enhance development and implement FTO program including "mini" academy.	2	2
Field Training Process	Sustained training of recruit officers in job duties and responsibilities.	10	3
Special Assignments		FY2015	FY2016
Special Event Coordination	Facilitate security/traffic control at City sponsored events.	15	15
Respond To Crime Patterns	Enhance coordination of patrol resource allocation in response to crime trends or series as identified in analysis of COMSTAT.	24	24

Department: Police - Support Services		Expected Results	
Investigative Services		FY2015	FY2016
Review Cases	Review, analyze and prioritized newly assigned cases.	1,040	1,050
Manage Case Load	Review / monitor / track status of all assigned cases.	476	600

Manage evidence	Review all assigned cases to determine if evidence requires processing for DNA or latent fingerprints. Transport evidence to off- site lab.	2,400	2,600
Monitor Pawn activity	Check computer data base of local pawn activity for signs of criminal activity.	52	52
Manage Sex Offenders	Monitor Sex Offender registration requirements – receive and investigate applications for sex offender residency.	4	3
Victim Assistance	Make timely contacts with all crime victims. Make necessary referrals to other police, social service, or investigative agencies.	16	16
Track Criminal Cases	File appropriate charges and monitor current court activity.	25 Average	25 Average
Testify in court	Respond to all legal subpoenas and testify as necessary for court trials.		
Conduct Crime Analysis	Monitor criminal activity and trends to address specific offense types.	52	52
Asset Forfeiture	Seize property and assets when appropriate and file necessary documents with DA Office.	2,000.00	5,000.00
<b>Evidence/Property Room Function</b>		<b>FY2015</b>	<b>FY2016</b>
Intake Property/Evidence	Receive all evidence and property.	2,400	2,600
Data Entry and Review	Review all data entry from officers.	2,400	2,600
Evidence and Property Classification	Review all cases to determine statute of limitations on all evidence and property.	692	760
Dispositions	Identify proper method of disposition for all evidence and property. Including court orders, warrants , returns, and court submissions.	2,400	3,000
Transport evidence	Transport evidence to and from off-site facilities for processing and analysis. Drugs, DNA, Fingerprints.	50	50
Coordinate evidence and property disposal	Monitor criminal cases and work with DA office to dispose of evidence.	150	300
<b>Court Security</b>		<b>FY2015</b>	<b>FY2016</b>
Conduct site security inspections	Inspect court facilities prior to all dockets to ensure facility is free of hazardous materials.	102	102
Conduct Pre-Court briefings	Provide instructions to citizens and attorneys regarding court proceedings.	514	514
Monitor court activities	Visually monitor all court activities to ensure safety of officers, judges, court personnel and citizens.	514	514
<b>Warrant Operations</b>		<b>FY2015</b>	<b>FY2016</b>
Courts/Warrant Liaison	Enhance communication between functions to insure credibility of warrants.	4,052	4,200

SETCIC Management	Continue timely and accurate entry and removal of warrant data. Enhance cooperation with SETCIC partners.	2,869	2,900
OMNI Coordination	Facilitate continued entry of warrants into data base.	1,000	3,000
Violator Contact	Increase contact with persons having outstanding warrants to gain increased voluntary resolutions.	4,052	4,200
Prisoner Pick Up	Timely response to other agencies holding suspects on Bellaire warrants.	42	50
<b>Departmental Training</b>		<b>FY2015</b>	<b>FY2016</b>
TASER Certification	Conduct scheduled training for TASER certifications, new user and recertification.	43	43
Firearms Training	Conduct monthly firearms qualification and training.	12	12
Special Response Team (SRT)	Conduct monthly SRT training.	12	12
Mandate Review	Review training mandates to insure training unit and cycle compliance by employees.	780 hours	780 hours
Training Documentation	Properly file and report to TCOLE documentation of training within 3 days of receipt.		
Crisis Intervention Training	40 hours training in assisting persons with mental illness.	40%	100%
Tactical Officer Certification	Meet guidelines for TCOLE Certification of Tactical Officers and Tactical Teams.	Implement	100%
Core Training	Develop and implement a BPD training Class that reviews high risk core competency requirements for police officers.	Develop	Implement
Mental Health Officer	All Bellaire Officers to receive TCOLE Course No. 4001 Mental Health Officer 40 hour training. This training includes advance crisis intervention training.	3	10
<b>Other Operations</b>		<b>FY2015</b>	<b>FY2016</b>
Review Charges Filed	Review charges file by officers for warrant service.	21	30
Internal Investigations	Complete investigations within 30 days of complaint being filed.	1	1

<b>Department: Police- Information Services</b>		<b>Expected Results</b>	
<b>9-1-1 Operations</b>		<b>FY2015</b>	<b>FY2016</b>
Provide 9-1-1 Services	Receive and process all 911 calls received	10,908	11,000
Train new employees	Train all new communications officers provided by 911 within 180 days	5	2
<b>Police/Fire/EMS Dispatch Operations</b>		<b>FY2015</b>	<b>FY2016</b>
Provide Services	Receive and process calls for service.	31,500	32,000

Assist Citizens with medical and fire emergencies	Determine services required and dispatch appropriate fire and emergency medical personnel.	1,192	1,200
Assist Citizens with Police Emergencies	Determine services required and dispatch appropriate police services required.	31,500	32,000
City of Houston Public Safety Radio System	Facilitate contractual agreements with City of Houston 700 MHz Public Safety Radio Agreement.	Quarterly	Quarterly
Assist Citizens With Animal Issues	Determine appropriate services required by citizens (Traps, releases, dispatch).	1,088	1,100
Assist Citizens With General Information Requests	Assist citizens with questions or issues related to alarm permits. Assist with after hour Public Works and City Hall inquiries.		
<b>Computer Operations</b>		<b>FY2015</b>	<b>FY2016</b>
Monitor Network Health	Continuously monitoring and maintain existing hardware/software for problems and issues.	ongoing	ongoing
Monitor Backups	Continuously monitor and maintain backups of critical infrastructure.	ongoing	ongoing
Acquire/Install Hardware	Monitor hardware/software for needed updates and replacements.	ongoing	ongoing
Trouble Shoot	Problem identification and resolving.	ongoing	ongoing
<b>Records Management</b>		<b>FY2015</b>	<b>FY2016</b>
Process Offense Reports	Process incoming offense reports and supplements.	1,120	1,200
Process Accident Reports	Process incoming accident reports and upload to internet /provide reports to victims.	866	950
Required Reporting	Complete UCR reports/monthly activity reports.	12	12
Open Records	Manage incoming open records requests for release.	4,356	4,400
Attorney General Determinations	Manage open records requests for withholding as appropriate. Issue letters to AG and requestor.	10	10
Alarm Permits	Issue, monitor, and maintain alarm permit applications.	434	450

# Budget

## Revenues/Expenditures

Annual Budget			
Department/Fund	FY 2014 Actual	FY 2015 Budget	FY 2015 Projections
<b>FTE's (not employees)</b>	56.5	55	55
<b>Revenues</b>			
Permits - Alarm	34,970.00	19,500.00	27,096.00
Permits – False Alarms	2,000.00	5,000.00	2,168.00
Fees – Wrecker	31,700.00	32,800.00	32,800.00
Police - Records	5,024.00	4,500.00	2,000.00
<b>Total</b>	<b>73,694.00</b>	<b>61,800.00</b>	<b>64,064.00</b>
<b>Expenditures</b>			
Personnel	4,249,978.00	4,529,938.00	4,594,350.00
Professional Services	23,939.00	17,500.00	12,000.00
Maintenance	82,725.00	95,230.00	102,230.00
Contractual Services			
Materials & Supplies	226,189.00	286,983.00	275,983.00
<b>Total</b>	<b>4,582,831.00</b>	<b>4,929,651.00</b>	<b>4,984,563.00</b>

## Fiscal Forecast

Fiscal Forecast			
Department/Fund	FY 2016	FY 2017	FY 2018
<b>FTE's (not employees)</b>	56.5	57.5	58.5
<b>Revenues</b>			
Permits - Alarm	19,890.00	20,287.00	20,694.00
Permits – False Alarm	5,100.00	5,202.00	5,306.00
Fees – Wrecker	32,800.00	32,800.00	32,800.00
Police – Records	2,040.00	2,080.00	2,121.00
<b>Total</b>	<b>59,830.00</b>	<b>60,369.00</b>	<b>60,921.00</b>
<b>Expenditures*</b>			
Personnel	4,824,067.00	5,209,992.00	5,470,492.00
Professional Services	16,296.00	16,785.00	17,289.00
Maintenance	86,282.00	88,870.00	91,536.00
Contractual Services			
Materials & Supplies	246,017.00	253,398.00	261,000.00
<b>Total</b>	<b>5,172,662.00</b>	<b>5,569,045.00</b>	<b>5,840,317.00</b>

\*FY2015 2<sup>nd</sup> Quarter projections were used as the base for other projections. FY2016 calculated at 5% salary/benefits increase. FY2017 calculated at 5% salary/benefit + 3% market adjustment = 8%. FY2018 calculated at 5% salary/benefit increase using FY2017 as a base.



Professional Services, Maintenance, Contractual Services, and Material/Supplies were projected at an annual 3% increase using FY2015 2<sup>nd</sup> Quarter report as a base. It should be noted that Other Purchased SVS the 500 Accounts and Capital Purchases the 900 accounts are not listed in this format.

## Environmental Scan

### Area Population Growth

Signs of the growth encircle the City of Bellaire as demonstrated with development to the north of the City. Even the City of Southside Place to the immediate east of Bellaire is experiencing population growth with the development of property along Bellaire Blvd.

The US Census Bureau projected the population of Bellaire, Texas as 17,849. This is a 5.9% increase from the 2010 census report showing Bellaire's population as 16,855.

The Houston Galveston Area Council (H-GAC) prepared a forecast of population and employment growth entitled *OVERVIEW: THE 2025 REGIONAL GROWTH FORECAST*. This report states,

“Since 1990, the Houston Area has experienced the sixth largest population increase among U.S. metro areas, nearly one million people. According to the Houston-Galveston Area Council's 2025 Regional Growth Forecast, this strong growth will continue. The metro area is expected to grow by another three million people in the next 25 years, reaching a population of more than 7.6 million in 2025.”

The H-GAC forecast projects that, by 2025:

- Metro area population will grow by 64 percent.
- Fort Bend and Montgomery counties will be the fastest growing, with population increases of over 100 percent.
- Harris County will have the greatest absolute increase, growing by nearly 2 million people.
- Even the region's slowest growing counties will experience population increases of more than 25 percent.

Fort Bend County's county explosive growth has the likely potential of impacting Bellaire as it is to our southwest.

A position that the City of Bellaire is not growing geographically or in population and as such there is no future demand for an increase in services is a simplistic as well as short sighted point of view. Impacts to the City of Bellaire from area growth projections will likely be as follows:

1. **TRAFFIC** – Most notable impact will come from an increase in motor vehicle traffic. This will lead to increase congestion, traffic accidents, noise, “cut through” traffic, and air pollution.
2. **CRIME** – As the population grows, so does the percentage of the criminal population. The criminal element will likely be drawn to areas of perceived wealth such as Bellaire.
3. **POLICE STAFFING** – Competition for police employees will intensify as expanding cities grow their police departments in response to their own demands for service.
4. **QUALITY OF LIFE** – Bellaire quality of life will diminish if these issues are not adequately planned for and addressed.

## Legislative

The Police Department is very susceptible to legislative mandates. The Texas State legislature is prone to increasing mandated training for police personnel which translates to increases training cost.

The most likely anticipated legislative action to be taken at the State or National level is the requirement to provide patrol officers with body cameras. This would be an initial implementation cost of at \$50,000.00 with recurring minimal cost of \$5,000.00 annually.

Legislative action on sales tax and property tax reductions has potential of stifling ability to fund needed services and enhancements.

## Succession Planning

The Police Department should anticipate a shift in Administrative Staff within the next 5 to 7 year time span. As current police administrators and supervisors reach the retirement age, less tenured officers need to be developed for future leadership roles.

## Available Assets

The Police Department often utilizes resources made available to them by other City of Bellaire Departments, most notably the Fire Department and Public Works Department.

The Police Department has potential access to resources as provided by the 100 Club as well as the Bellaire Police and Fire Foundation.

See the discussion on page 16 for information related Bellaire Police Department partnerships with other organizations.

Vehicles:	9 Marked Patrols	4 CID Vehicles
	1 Animal Control Truck	1 Flat Bed Trailer
	2 Administrative Vehicles	1 Cargo Trailer
	1 Warrant Vehicle	

Communication:	15 Physical Servers and numerous virtual servers
	51 Desktop PC's
	32 Printers
	1 color copier
	1 plotter printer
	15 laptops (3 integrated with Coban Dash Cams)
	11 Coban Dash Cam car computers (2 Automatic License Plate Readers)
	104 physical car and handheld radios
	3 dispatch consoles as well as supporting the network infrastructure
	Redundant hardware for the mission critical systems

# Future Service Enhancements

**The following is a forecast of potential enhancements and is subject to change as the police environment dictates. Note: this discussion does not include other Purchased Services (500 accounts) or Capital Purchases (900 accounts)**

## Personnel

Projections in growth of in the Houston Metropolitan area and known increases in the traffic flow through the City of Bellaire warrant additional staffing. For a more complete discussion on area growth see *Environmental Scan*, page 23.

The projected increases in sworn officers are to:

- More effectively manage traffic and traffic complaints.
- More effectively intercept and identify criminals within the city.
- Fear of Crime versus Crime. Improve quality of life by being able to more effectively address quality of life complaints and foster the feeling of safety.
- Minimize or eliminate periods of precariously low staffing levels.
- Improve hiring and retention by allowing for varied assignments.

In FY2016 one (1) police officer position is added to return to 2014 authorized staffing level. This position was inadvertently left out of the FY2015 Budget. In FY2016 the Department will move to stabilize authorized staffing of 39 sworn officers.

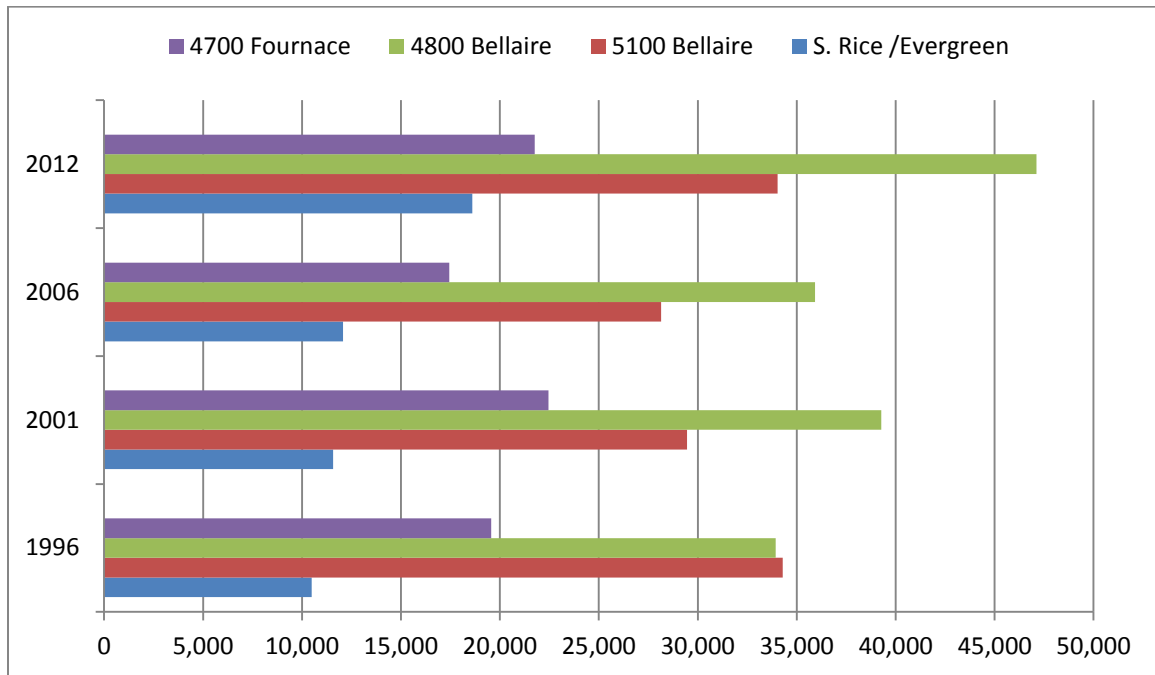
For FY2017 and FY2018 an additional police officer position is added each year to bring the actual authorized sworn strength from thirty-nine (39) to forty-one (41). In FY2018 funds are projected to allow the possibility of moving one (1) sworn position from the Patrol Division to the Criminal Investigation Division (CID). This decision will be based on workload of the Patrol Division compared to the caseload of CID.

## More Effectively Manage Traffic

This increase in staffing is intended to be used to create a traffic unit that will eventually consist of two (2) motorcycle officers and two (2) officers working in patrol cars dedicated to traffic enforcement. Should staffing levels drop, the officers assigned to work traffic from marked patrol cars can quickly be re-assigned to patrol duties.

This traffic unit will be assigned to work traffic enforcement and manage traffic complaints. An increase in Houston area population has led to an increase in traffic flow within the City of Bellaire (see following chart). This traffic unit will also focus on areas identified through traffic and crime analysis.

## 1996-2012 Sample of Traffic Flow Increased Patterns



Traffic Counts Source – <http://www.businesswire.com/news/home/20120618006020/en/KSS-Fuels-Releases-Source-Up-To-Date-U.S.-Traffic>

### Intercept and Identify Criminals within the City

Criminal suspects are highly mobile. One of the most effective tactics for intercepting and deterring criminals moving through an area is through traffic enforcement. Criminal suspects drive through neighborhoods of perceived wealth in search for opportunities to commit crimes such as theft, burglary, and robbery. These suspects have little reservations about breaking into homes, let alone concerns related to committing traffic offenses.

Improved traffic enforcement through additional staffing will increase the likelihood that such suspects are stopped as the travel through Bellaire neighborhoods. Increase in the general population of the surrounding area directly relates to an increase in the criminal population.

A May 2013 U.S Census report shows the City of Houston as having had the second largest increase in population among the nation's large cities. (See following chart) This pattern of increasing populations is projected to continue not only for the City of Houston, but area wide as well. See the discussion in *Environmental Scan*, page 23.

### Cities with Largest Numeric Increases

Rank	Area Name	State Name	Numeric Increase	2012 Total Population
1	New York city	New York	67,058	8,336,697
2	Houston city	Texas	34,625	2,160,821
3	Los Angeles city	California	34,483	3,857,799
4	San Antonio city	Texas	25,400	1,362,951
5	Austin city	Texas	25,395	842,592
6	Phoenix city	Arizona	24,536	1,488,750
7	Dallas city	Texas	23,341	1,241,162
8	Charlotte city	North Carolina	18,989	775,202
9	San Diego city	California	18,074	1,338,348
10	Fort Worth city	Texas	16,328	777,992
11	Denver city	Colorado	14,980	634,265
12	Washington city	District of Columbia	13,303	632,323
13	San Jose city	California	12,751	982,765
14	Seattle city	Washington	12,638	634,535
15	Nashville-Davidson metropolitan government (balance)	Tennessee	12,323	624,496

Source: U.S. Census Bureau, Population Division, Vintage 2012 Population Estimates  
Release Date: May 2013

## Fear of Crime versus Actual Crime

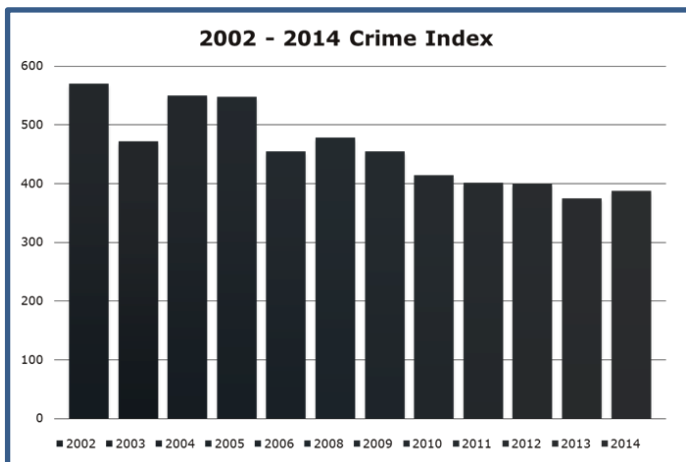
In citizen feedback gathered at the Police Department's community meeting indicates that citizens are concerned about crime, but they are just as concerned with what can be described as quality of life issues. This entails everything from litter thrown onto their streets, heavy "cut through" traffic, and feeling safe when walking in their neighborhood. In a December 2008 Community Oriented Policing Services newsletter the U.S. Department of Justice noted:

- Fear matters—it has a negative effect on individuals and communities.
- Fear is real—while it is just a feeling, fear affects behavior, politics, economics, and social life.
- Fear is not as important as crime—the harm caused by fear should not be equated with the tangible and often tragic harm caused by violent crime or significant property crime.
- Fear is important—while making people safe is perhaps the most important purpose of government, making them feel safe is nearly as important, because fear has such negative ramifications for politics, economics, and social life.
- Reducing fear is and should be a police responsibility—the important government purpose of making people feel safe falls to the police logically and of necessity.
- Police can reduce fear—promising fear-reduction strategies and practices have been developed and tested during the past 30 years.
- Reducing fear should be an explicit police priority—unless police specifically target fear of crime, their attention tends to get distracted toward other issues and fear reduction efforts are neglected.
- Fear reduction efforts should be targeted—the preponderance of the evidence on police effectiveness in general is that more targeted strategies work best. This general principle applies to the specific challenge of reducing fear of crime.

Citizens must not only be safe, they must feel safe. Since 2002 FBI Uniformed Crime Report for Part I Crime has shown a declining crime pattern for Bellaire. Citizens often express concerns that crime is on the increase and at higher rates than when they purchased a home in the City of Bellaire. This belief is incorrect as shown by the chart below of Bellaire's Crime Index.

Citizens equate visibility of police with feeling safe and not necessarily with reported statistics. Increased staffing will increase police visibility.

**Bellaire 2002-2014 FBI UCR Crime Index**



### Minimize or Eliminate Periods of Precariously Low Staffing Levels

The FY1983 Budget shows 38 authorized police officer positions which included 4 motorcycle positions. The FY2015 Budget shows 38 authorized police officer positions which included 1.5 motorcycle positions. In 1983 minimum patrol shift operation levels were one (1) supervisor and two (2) patrol officers. In 2015 minimum patrol shift operation levels are one (1) supervisor and three (3) patrol officers.

The sworn staffing levels of the Bellaire Police Department have always been conservatively minimal and established to provide a set level of service. As the need to respond to calls for services increased over the years, staff assignments were adjusted to provide needed response without increasing staff. A result was the reassignment of motorcycle officers to patrol duties. This approach was successful until in recent years when there became increased concerns by citizens in the traffic volumes within the City of Bellaire.

This conservative approach to staffing also is at times problematic in the adequacy of shift patrol shift staffing. Minimal operation levels give supervisors direction when assigning days off, granting vacation time, scheduling training, and such. As overall staffing levels drop, the scheduling of time off must continue and shifts often have to be covered with the use of overtime.

An increase in staffing levels would serve as a “buffer” during times of staffing shortages. For example; when the Department reaches the FY2018 projection of 42 sworn officers a situation where the Department experienced numerous vacancies could be more readily managed than it can be currently.

### Improved Hiring and Retention by Allowing for Varied Assignments

The Bellaire Police Department hires fit, ambitious, and smart police officers. These are usually young people that are interested in personal and professional development. After providing training and education to these police officers they find themselves with limited opportunities for advancement within the Bellaire Police Department. These officers are highly recruited by other area police departments whose cities are expanding geographically and in population. Such departments are able to offer career opportunities that the Bellaire Police Department cannot.

An increase in sworn staffing within the Bellaire Police Department would provide for the creation of various assignments and opportunities that do not currently exist. An expansion of traffic enforcement officers, special assignments, and potential increase in detectives are a few examples of the possibilities. This along with other work environment improvements will better position Bellaire Police to recruit and retain officers.

### Other

The FY2016 Budget lists an enhancement of .5 FTE Support Technicians. This position is to assist in the Warrant Unit with data entry, retrieval, and maintenance. The position will be trained to assist management of issues related to the Body Camera Program which is an FY2017 Budget enhancement.

The FY2018 Budget shows a \$6,000.00 enhancement related to the promotion of a Detective. This is contingent on the decision being made that increased investigative staffing is needed.

## Total Enhancements

Personnel ( 1 Full Time Equivalency = 40 hours per week)

- FY2016 - \$85,000.00 1 police officer position added that was removed from FY2015 Budget (salary/benefits)
- FY2016 - \$25,000.00 .5 FTE Bailiff (salary/benefits)
- FY2016 - \$15,600.00 .5 FTE Support Technician added back that was removed from the FY2015 Budget (salary/benefits)
- FY2017 - \$91,800.00 1 additional police officer (salary/benefits – assuming 3% market adjustment)
- FY2018 - \$96,390.00 1 additional police officer (salary/benefits)
- FY2018 - \$6,000.00 in related cost to promote 1 officer to detective

## Professional Services

- FY2016 - \$5,400.00 Recognition Final Audit Expenses
  - Funds will pay for expenses related to the final audit team. This team will be made up of two (2) to three (3) auditors. Required expenses include lodging and meals for a minimum of two (2) days.
- FY2017 - \$4,000.00 Property Room Audit (after move into new PD)
  - Funds will pay for an external audit of the police property/evidence room. This audit will be conducted once all items are moved from the current police property/evidence room to the new police building.
- FY2018 - \$25,000.00 Professional Management Audit of the Police Department
  - These funds are to be used for expenses related to a comprehensive audit of the Bellaire Police Department and its operations. Such audits review organizational structure/functions, management, planning, budgeting, operations, and such. This audit is not being conducted based on any concerns. This audit is considered a sound management practice.

## Maintenance

- FY2016 - \$3,000.00 Case clearance/management software
  - Increasing Detective caseloads require more efficient systems of case management. Pragmatic review of case clearance will assist in resource allocation.
- FY2018 - \$6,000.00 cost to assign a patrol officer to CID
  - These funds are contingent on the decision that a sworn position is appropriate to be reassigned from Patrol Division to the Criminal Investigation Division.

## Contractual Services

- FY2016 - \$1,200.00 Recognition Program Fees
  - This cost is based on number of sworn officers. Paid to the Texas Chief of Police Foundation for participation in the Recognition Program. This participation includes best practices support.
- FY2017 - \$1,200.00 Recognition Program Fees
  - This cost is based on number of sworn officers. Paid to the Texas Chief of Police Foundation for participation in the Recognition Program. This participation includes best practices support.

- FY2018 - \$1,200.00 Recognition Program Fees
  - This cost is based on number of sworn officers. Paid to the Texas Chief of Police Foundation for participation in the Recognition Program. This participation includes best practices support.

#### Materials and Supplies

- FY2016 - \$1,500.00 compact data projector and portable screen
  - This equipment to be used primarily by the Community Resource Officer when providing presentations and training to community groups. The compact sized allows for easier transportation and venue set up.
- FY2016 - \$4,500.00 uniform/equipping additional officer/support technician
  - This will be the uniforming and equip of one (1) police officer and includes body armor. Approximately \$300.00 of this cost will be to purchase uniforms for one (1) .5 FTE technician.
- FY2016 - \$4,000.00 Community Educational Material
  - Educational material related to various programs provided by the CRO.
- FY2016 - \$800.00 Recognition materials
  - This is for training materials for employees as well as newly created Directive Manuals.
- FY2016 – \$5,000.00 TASER replacement and training
  - Replacement TASER as well as training cartridges for annual recertification.
- FY2016 - \$5,000.00 body camera field trials
  - Cost related to field trials of body cameras prior to determining if purchase appropriate.
- FY2017 - \$4,200.00 equipping 1 additional officer
  - Uniforming and equipping one (1) new officer includes body armor and TASER.
- FY2017 - \$60,000.00 body camera and support
  - Cost of 35 body cameras, charging systems, data archiving and retrieval systems.
- FY2017 - \$55,000.00 Microwave transmission tower if not included in new facility construction cost.
  - Microwave radio transmission tower and system. Cost was in the original 3 year radio transition plan, but was cancelled due to the anticipated construction of a new police building. Microwave transmission allows for a less likely to be disrupted and is more secure. Microwave transmission is an added layer of redundancy for Police, Fire, and Emergency Medical Services radio systems.
- FY2017 - \$5,000.00 Commemorative Badges
  - Purchase of 50 BPD 100<sup>th</sup> Anniversary commemorative police badges for officers to wear during the 100<sup>th</sup> anniversary year.
- FY2017 - \$10,000.00 Police Department Open House and Community Celebration
  - In July 2018 the Bellaire Police Department will celebrate its 100<sup>th</sup> year of service. These funds will be used for an open house of the new police facility as well as other celebrations similar to the events held in 2008 celebrating the City's 100<sup>th</sup> anniversary.
- FY2017 - \$20,000.00 Centennial Project – Vintage Police Motorcycle
  - Similar to the Police project of restoring a 1955 Police car for the City's 100<sup>th</sup> anniversary, a Police Department 100<sup>th</sup> anniversary project will be completed. A vintage three wheel motorcycle is considered based on the community response to the vintage patrol vehicle.
- FY2018 - \$40,000.00 Unmanned Aerial Surveillance Vehicle
  - Purchase of an Unmanned Aerial Surveillance Vehicle (UASV) to be deployed during emergencies such as fuel spills and incidents when police are searching for lost children



or wanted suspect. The UASV fly approximately 200 feet above ground level and send real time video to a monitor. This is a force multiplier.

- FY2018 - \$4,000.00 Time Capsule and Contents
  - A time capsule will be secured within the new police facility as the closing event of the Police Department's 100 year anniversary celebration. Input from the community will be solicited on items to be included.

Annual Enhanced Budget			
Department/Fund	FY 2016	FY 2017	FY 2018
FTE's (not employees)	2	1	1
Revenues	0	0	0
No anticipated new sources			
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditures</b>			
Personnel	125,600.00	91,800.00	102,390.00
Professional Services	5,400.00	4,000.00	25,000.00
Maintenance	3,000.00		6,000.00
Contractual Services	1,200.00	1,200.00	1,200.00
Materials & Supplies	20,800.00	154,200.00	44,000.00
<b>Total</b>	<b>156,000.00</b>	<b>251,200.00</b>	<b>178,590.00</b>

## Future Strategy

- The Department will research incorporation of Procedural Justice concepts into our current Community Policing philosophies beginning in the FY2015 Budget year.
- Stabilize work force during FY2016 and maintain authorized staffing levels.
- Explore implementation of the Texas Department of Public Safety Fit for Duty standards and testing program in FY2016.
- In FY2016 begin scheduling all officers to attend Mental Health Officer training. This training includes advanced crisis intervention training. The goal is to have all Bellaire sworn officers complete this training and receive Mental Health Officer Certification by the end of FY2018.
- One (1) additional sworn officer will be added during the FY2016 Budget and one (1) additional officer in each of the FY2017 Budget and FY2018 Budget years.
- Complete the Recognition process during FY2016.
- Increased traffic enforcement.
- In FY2018 an incumbent patrol officer will be assigned to the Detective Division to increase case load management if needed.



## FY 2015 Public Works – Streets & Drainage Service Plan

**City of Bellaire Mission Statement:**

*The City of Bellaire is dedicated to outstanding quality service and facilities to ensure an open, progressive, and secure community.*

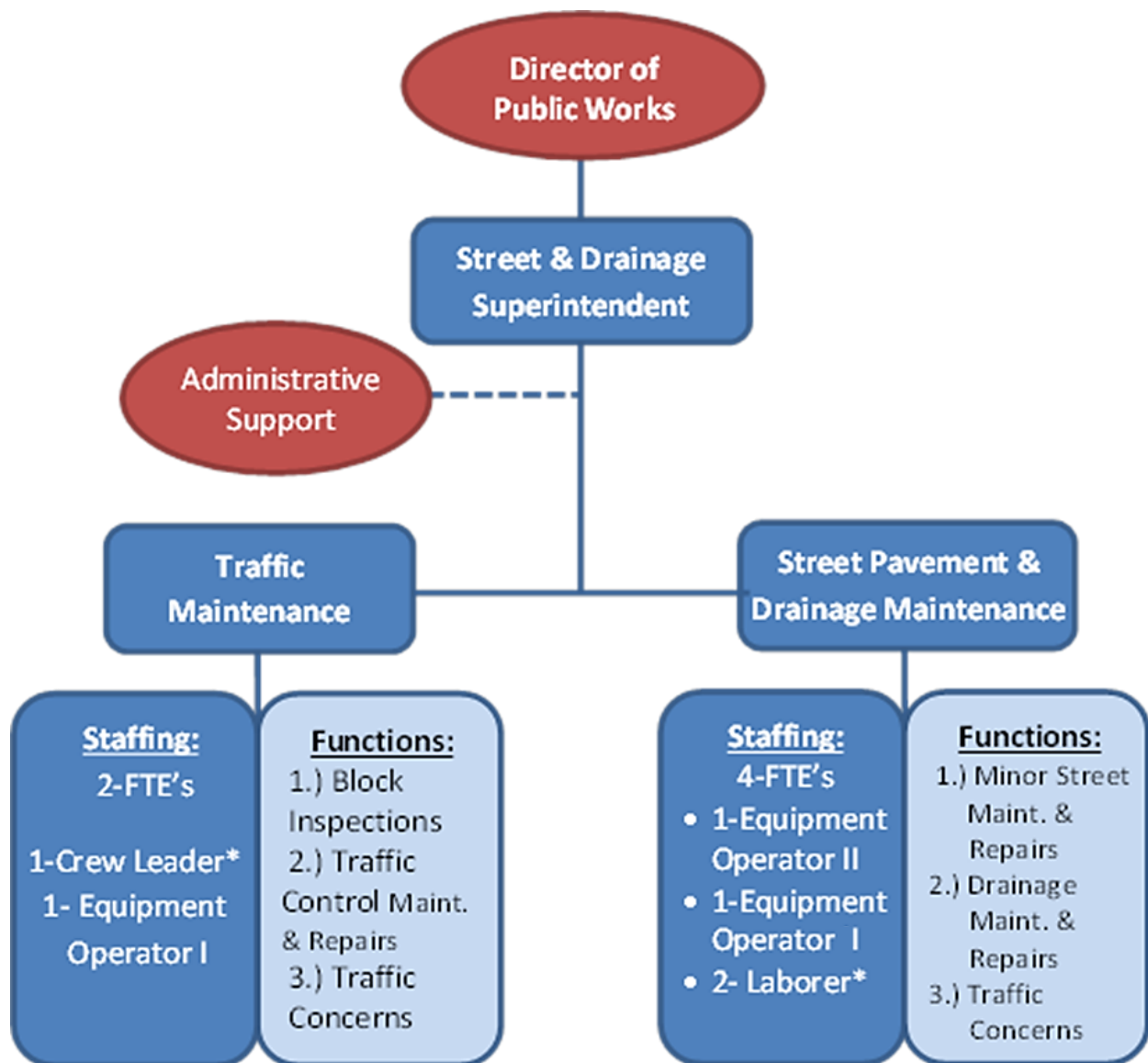
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# Why Statement

The Streets & Drainage Division is responsible for maintenance and operation of streets, drainage and traffic control systems in a manner that will provide safe and efficient movement of traffic and flow of storm water through the City's storm drainage collection system.

## Who's Responsible for What



**\*Proposed via Enhancements (1 EO2 Upgrade & 1 additional Laborer)**

# What Does the Division Do?

The Streets & Drainage Division directly provides and manages contracts for both minor and major repair to streets and storm drainage through patching, sweeping and preventive maintenance as well as coordinating with contractors for major repairs and to ensure continual operation of the traffic signal control devices and maintain the proper display of street and traffic signs in the City. This Division also assists with management and coordination of traffic issues.

- Funded entirely out of General Fund
- Budget Includes 3 Department Administrative Positions
- S&D Staffing has ranged from 6-7 positions over the years
- No formal expectations have been established
- Typically operate in a primarily reactive mode
- Regularly assist Solid Waste Operations

## Service: Street Infrastructure Management

The Street & Drainage Division maintains and repairs streets by performing minor patching and repair work as well as routine inspections of streets. The Division also manages external contracts for larger, more complex tasks.

### Activity: Asphalt Street Maintenance & Repair

Minor asphalt repairs are performed with City crews and equipment. Types of repairs include pothole repairs, skin patches, and crack sealing (proposed). External contractors are used to perform large areas of asphalt repairs and overlay projects

### Activity: Concrete Street Maintenance & Repair

City crews perform very minor concrete repairs such as small potholes, curb repairs, etc. Contractors are used for large point repairs, sidewalk repairs and replacement, large concrete street replacements, etc.

## Service: Storm Sewer Infrastructure Management

The Street & Drainage Division maintains and repairs drainage facilities by performing inspections and minor repair work. The Division also manages external contracts for larger, more complex tasks.

### Activity: Storm Sewer Maintenance & Repair

The Division performs minor repairs to the storm drainage system. City forces also inspect gutter lines and inlets routinely to identify potential drainage issues. Storm sewer inlets are also cleaned out as needed to remove accumulated debris. External contractors are utilized to perform inlet replacement, major gutter line repairs and reconstruction, full-depth storm drain line replacement, etc.

## Service: Traffic Infrastructure Management

The Streets & Drainage Division ensures continual operation of the traffic signal control devices and maintains the proper display of street and traffic signs in the City.

### Activity: Sign Maintenance

City signage is installed, maintained and removed as to comply with the Texas Manual on Uniform Traffic Control Devices (TMUTCD), including trimming of trees and brush to maintain visibility.

### Activity: Signal Maintenance

Traffic signal maintenance is coordinated with and performed by an external contractor

### Activity: Pavement Markings

In-house refreshing and installing of 3,000 – 5,000 LF of pavement markings and street stripes.

## Service: Block Inspection Program

The Streets & Drainage Division will conduct routine inspections of all visible infrastructure on a block by block basis to identify areas where work is needed.

### Activity: Block Inspections

1-2 City employees will inspect each block on a quarterly basis. These inspections will identify needed maintenance, capital project candidates, and other issues that will be addressed by City crews, an external contractor, or referred to the City Engineer for further evaluation.

## Who Does the Division Serve

The Streets & Drainage Division serves the residents by providing safe roads and sidewalks with clear and functional signage and signals for travel. Streets, inlets and storm sewer lines are maintained to ensure proper drainage during storm events to minimize flooding and potential property damage.

The Streets & Drainage Division provides support to emergency services as requested and works with other departments as needed. Support is also provided for the Neighborhood Traffic Management Team.

The Streets & Drainage Division also provides support to the Solid Waste Division by assisting with garbage bag delivery three times per year and lending them drivers when they are short staffed.

The Division also supports the activities of the Neighborhood Traffic Team by bringing items for consideration and coordinating the implementation of identified solutions to traffic concerns.

# Service Level Expectations

Department: Public Works – Streets & Drainage Division		Expected Results	
Street Maintenance & Repair			
Asphalt Street Maintenance & Repair	Perform asphalt repairs and maintenance work on City streets along with managing related contracts	Streets shall provide a smooth ride for vehicles and drainage will not be impacted.	Annual Expectations: <ul style="list-style-type: none"><li>• 500 tons of asphalt used annually</li><li>• 6,600 cubic feet of asphalt repairs made</li><li>• 2,500 potholes filled (3 sq ft)</li><li>• 375 skin patches (5’x5’)</li><li>• Crack Sealing- 1,000 linear feet (proposed)</li></ul> Manage contracts for larger projects
Concrete Street Maintenance & Repair	Perform concrete repairs and maintenance work on City streets along with managing related contracts	Streets shall provide a smooth ride for vehicles and drainage will not be impacted.	Annual Expectations: <ul style="list-style-type: none"><li>• 50 minor concrete repairs performed</li></ul> Manage contracts for larger projects
Storm Sewer Maintenance & Repair			
Storm Sewer Maintenance & Repair	Perform repairs and maintenance work on storm sewer mains and inlets	Mains and inlets shall be free of debris and obstructions.	Quarterly inspections of inlets Cleaning of debris as needed Respond to requests for evaluation as needed
Signal & Sign Maintenance			
Sign Maintenance	Install, maintain and remove signs and address visual obstructions	Signs shall be maintained to TMUTCD standards and be visible to pedestrian and vehicular traffic.	Maintenance and replacement performed on an as needed basis
Signal Maintenance	Manage contract for traffic signal maintenance and repairs	Signals shall function per designated settings and all applicable laws and codes.	Maintenance and replacement performed on an as needed basis
Pavement Markings	In-house refreshing and installing of 3,000 – 5,000 LF of pavement markings and street stripes	Pavement markings shall be maintained to TMUTCD standards and be visible to pedestrian and vehicular traffic.	Maintenance and replacement performed on an as needed basis
Block Inspection Program (proposed)			
Block Inspections	Inspect City streets on a block by block basis to identify infrastructure needs	Regular inspections shall provide a more proactive approach to City infrastructure management	Quarterly inspections will be performed and results captured to maintain condition records and refer needed tasks to City crews, external contractors, and/or the City Engineer for evaluation

# Budget

## Revenues/Expenditures

Annual Budget			
Department/Fund	FY 2014 Actual	FY 2015 Budget	FY 2015 Projections
<b>FTE's</b>	10	9	9
<b>Revenues</b>			
*Source*			
<b>Total</b>	<b>10</b>	<b>9</b>	<b>9</b>
<b>Expenditures</b>			
Personnel	589,349	640,000	547,158
Professional Services	150,500	90,000	90,000
Maintenance	142,750	82,000	72,250
Contractual Services	13,010	16,000	16,010
Materials & Supplies	219,675	195,500	206,150
Capital Equipment	24,000	224,000	190,000
<b>Total</b>	<b>1,139,284</b>	<b>1,247,500</b>	<b>1,121,568</b>

Note: Contract services for large asphalt repairs and concrete point repairs will be included in the annually budgeted CIP street maintenance line item. Also, The forecast projections below do not represent the proposed enhancements.

## Fiscal Forecast

Fiscal Forecast			
Department/Fund	FY 2016	FY 2017	FY 2018
<b>FTE's</b>	3 Administrative 6 Streets & Drainage	3 Administrative 6 Streets & Drainage	3 Administrative 6 Streets & Drainage
<b>Revenues</b>			
*Source*			
<b>Total</b>			
<b>Expenditures</b>			
Personnel			
Administrative	333,000	350,000	367,500
Streets & Drainage	427,000	450,000	472,500
Professional Services	75,000	75,750	76,500
Maintenance	82,000	83,000	84,000
Contractual Services			
Administration	15,000	16,000	17,000
Streets & Drainage	5,000	5,250	5,500
Materials & Supplies			
Administration	5,000	5,250	5,500
Streets & Drainage	190,500	200,000	210,000
Annual Equipment Replacement	78,000	78,000	78,000
	190,000	135,000	103,000
<b>Total</b>	<b>1,400,500</b>	<b>1,389,500</b>	<b>1,401,500</b>

Note - Projections based on 5% increase for Personnel and 1% increase for non-Personnel items.



## Environmental Scan

- Area population densities will increase traffic on City streets thus requiring more maintenance
- Deteriorating conditions
- The City has approximately 140 lane miles of roadways. Assuming current valuations, it will cost \$300 million over 50 years to completely replace the system. In addition, immediate needs for replacement and high level maintenance warrant approximately \$2m in heavy maintenance and an average of \$6m of reconstruction annually going forward.

## Available Assets

<ul style="list-style-type: none"> <li>- 5 Pickup trucks</li> <li>- 2 Dump Trucks</li> <li>- 1 Backhoe</li> <li>- 1 4-ton Asphalt machine</li> <li>- 1 ½ ton Asphalt machine</li> <li>- Skid-steer loader (shared with W/WW)</li> </ul>	<ul style="list-style-type: none"> <li>- Other items for traffic striping, street repairs, etc.</li> <li>- Interlocal Purchasing Agreements with City of Houston, H-GAC, &amp; Harris County</li> </ul>
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## Future Service Enhancements

Annual Enhanced Budget			
Department/Fund	FY 2016	FY 2017	FY 2017
FTE's	+1	+1(FY16 Request)	+1(FY16 Request)
Revenues			
*Source*			
Total			
Expenditures			
Personnel	41,000	44,000	47,000
Professional Services			
Maintenance	15,000	15,000	15,000
Contractual Services*	1,690,000	1,745,000	1,780,000
Materials & Supplies	15,000	15,000	15,000
Total	1,761,000	1,819,000	1,857,000

(\*) Total Heavy Maintenance (Goal of \$2m) After Vehicles & Equipment Backlog Offset. Includes \$1.2m in anticipated METRO funds.

# Future Strategy

**Staffing Changes** - The Streets & Drainage Division staffing will be restored to previous levels with the addition of one Laborer (\$33,000). The Equipment Operator II will be upgraded to Crew Leader (\$8,000).

**Defined Existing & Additional Service Levels** - With the purchase of some new equipment and training, more minor street repairs will be handled in-house as well as minor pavement marking within proposed staffing limits. Additional/Refined Annual Expectations:

- 500 tons of asphalt used annually
- 6,600 cubic feet of asphalt repairs made
- 2,500 potholes filled (3 sq. ft.)
- 375 skin patches (5'x5')
- Crack Sealing- 1,000 linear feet (proposed)
- 50 minor concrete repairs performed (internal/external)
- 3,000 linear feet of traffic striping maintenance (proposed)
- Quarterly block inspections (Proposed)
  - Quarterly inspection of inlets (w/cleaning as needed)
- With the purchase of striping equipment in FY2015, additional painting material will need to be purchased each year. (\$15,000)

**Block Inspection Program** - New service utilizing an existing staff position. It is the goal to begin performing the inspections within the current fiscal year. The program is being created as follows:

- Develop inspection criteria in terms of what to inspect and how to rank items.
- Provide training for inspection team.
- Develop consistency in ranking system to moderate subjectivity.

## **Manage Street & Drainage Contractor Activities**

- More Active Role and Coordination with Major Projects/Repairs
- Development and Implementation of Smaller Contractual Repair Projects
- Includes Capital Projects and Contracted Maintenance (includes pavement sealing, point repairs, large skin patches, etc.)

**Solid Waste Assistance** – To be limited to extreme situations. The reduction of 32 labor hours and regular fill-in assistance allows for at least one dedicated Streets & Drainage employee to be freed up.

**On-Call Traffic Engineering Services** – Specified increase in services for our City Engineer to evaluate traffic control requests and identified issues.

- Added to City Engineer Scope of Services
- Will allow for better evaluation of traffic issues
- Provides additional support to Neighborhood Traffic Management Team via Public Works

**Increased Annual Heavy Street Maintenance & Street Reconstruction** – Sets goal for funding levels of \$2m for contractual heavy maintenance and \$6 million in annual reconstruction.

- Includes small pavement sealing contract and other non-traditional, cost-effective repairs
- Additional heavy maintenance for identified locations
  - Possible change orders to existing contracts
- Funds offset for backlog of street maintenance and other general fund department's equipment (Offset by increase in expected METRO contributions)
  - FY16-\$1.69m, FY17-\$1.745m, FY18-\$1.78m, FY19-\$1.9m, FY20-\$1.98m



## FY 2015 Public Works – Solid Waste Service Plan

**City of Bellaire Mission Statement:**

*The City of Bellaire is dedicated to outstanding quality service and facilities to ensure an open, progressive, and secure community.*

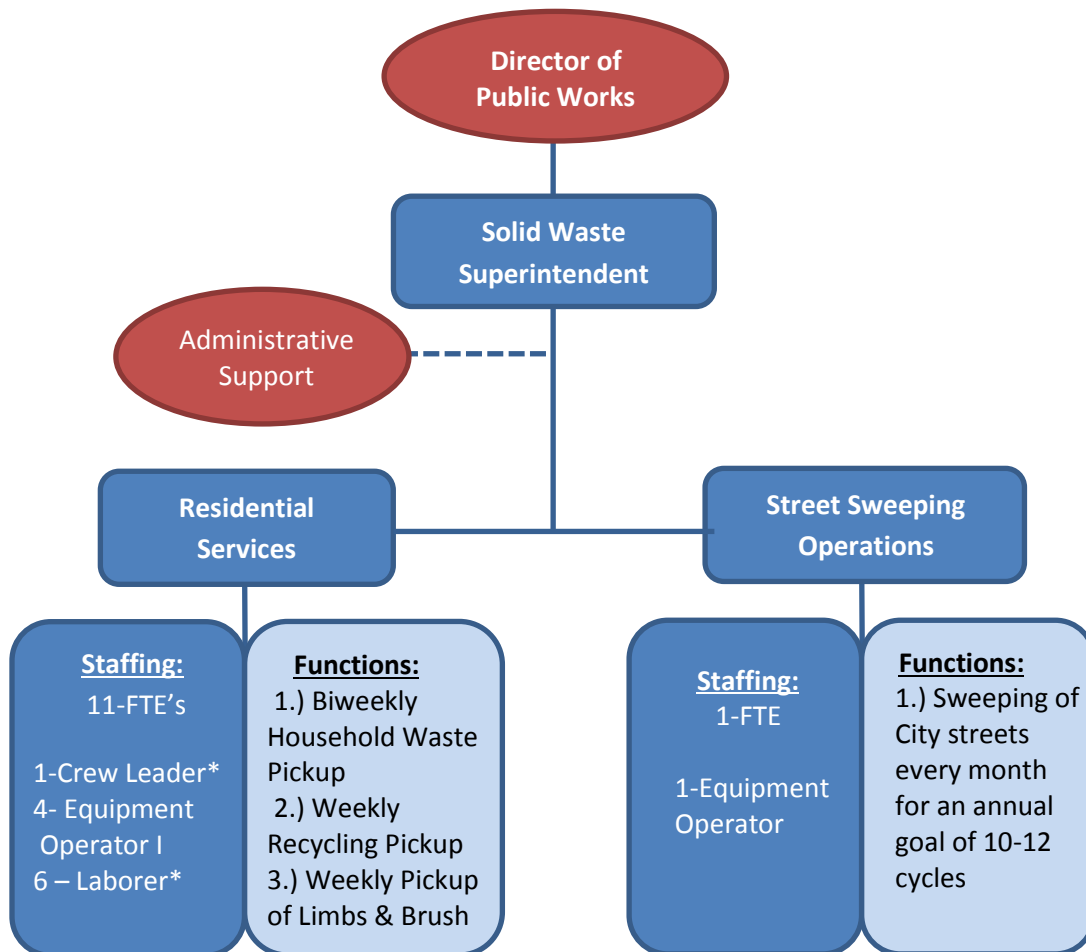
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# Why Statement

The Solid Waste Division of the Public Works Department is responsible for providing cost-efficient and environmentally conscious collection, transportation, and disposition of solid waste, recyclable items, along with limbs and brush generated in the city.

## Who's Responsible for What



**\*Includes 2 additional Proposed Laborer Positions**

# What Does the Division Do

The function of the Solid Waste Division is to collect garbage, "white goods", heavy trash, and limbs on a scheduled basis from residential customers and to deliver it to landfill and to collect curbside recycling.

## **Service: Household Waste Collection**

The City collects up to 6 bags of household waste per residence per collection day. Individual bags will not exceed 25 pounds. Bags over the limit require a sticker purchased from the City to be picked up.

### **Activity: Bi-weekly household waste collection**

Crews will collect bagged household waste per established ordinances, policies, and procedures twice a week for each household in the City of Bellaire

## **Service: Tree Limbs and Brush Collection**

The Solid Waste Division will collect limbs, brush, and tree sections cut by the resident provided they do not exceed eight inches in diameter, do not exceed four feet in length, and are stacked behind the curb in piles no higher than four feet. The total weight will not exceed 200 pounds per pickup.

### **Activity: Weekly limbs and brush pickup**

A crew will visit each residence in the City on a weekly basis to collect limbs and brush consistent with existing ordinances, policies, and procedures regarding this service.

## **Service: Curbside Recycling Collection**

Solid waste will collect up to 25 pounds of approved residential recycling materials per container per pickup for as many containers the resident has.

### **Activity: Weekly Recycling Collection**

Crews will pick up recycling containers from each residence on a weekly basis.

## **Service: Garbage Bags Provided**

Each household will be provided annually with 3 rolls of City-provided garbage bags.

### **Activity: Garbage Bag Distribution**

Three times a year, Solid Waste crews will deliver one roll of City-provided garbage bags over a one-week period.

### Service: Special Event Assistance

Solid Waste provides assistance for City events as requested.

#### Activity: Event Assistance

Solid Waste employees will assist as specifically requested by event coordinators for City events.

### Service: Street Sweeping

Solid Waste will provide street sweeping services using internal labor and equipment.

#### Activity: Street Sweeping

Internal – All City streets are swept once every two months (or at least 10 times per year) along each curb line.

## Who Does the Division Serve?

The Solid Waste Division serves the residents of the City of Bellaire by collecting and disposing of their solid waste, items for recycling, along with tree limbs and brush from resident (non-Contractor) yard maintenance.

The Solid Waste Division collects and disposes of recycling material generated by City facilities, provides support and assistance with City events, and oversees sweeping of City streets.

The Solid Waste Division also serves as staff support for the City's Environmental and Sustainability Board (ESB).

# Service Level Expectations

Department: Public Works – Solid Waste Division		Expected Results	
Household Waste Collection			
Household Waste Collection	Collection and disposal of household solid waste	All collection routes are fully completed by close of business on the scheduled day	Two times each week
Tree Limbs and Brush Collection			
Tree Limbs and Brush Collection	Collection and disposal of tree limbs and brush	All collection routes are fully completed by close of business on the scheduled day	Once a week
Curbside Recycling Collection			
Curbside Recycling Collection	Collection and disposal of curbside recycling material	All collection routes are fully completed by close of business on the scheduled day	Once a week
Garbage Bag Delivery			
Garbage Bag Delivery	Delivery of City-approved garbage bags to each household.	Each household receives one (1) roll of garbage bags per delivery	One roll is delivered three times each year
Event Assistance			
Event Assistance	Provide assistance at City events as directed by the Event Coordinator	Provide any and all assistance as directed	As needed for the event.
Street Sweeping			
Street Sweeping	<u>Internal</u> – A City-owned Street Sweeper will clean City streets along the curb lines throughout the City	City streets shall be swept to maintain a clean and presentable street surface	<u>Internal</u> – All City streets will be swept once every month or at least 10 times per year.



# Budget

## Revenues/Expenditures

The budget projections below do not include the changes associated with the proposed scheduling changes previously identified.

Annual Budget			
Department/Fund	FY 2014 Actual	FY 2015 Budget	FY 2015 Projections
<b>FTE's</b>	11	11	11
<b>Revenues</b>	\$1,434,500	\$1,434,500	\$1,434,500
Solid Waste – Garbage & Brush Pickup	SW Rates & Misc Rev	SW Rates & Misc Rev	SW Rates & Misc Rev
<b>Total</b>	<b>\$1,434,500</b>	<b>\$1,434,500</b>	<b>\$1,434,500</b>
<b>Expenditures</b>			
Personnel	441,000	501,000	540,000
Professional Services	464,000	316,000	406,000
Maintenance	153,500	155,500	185,500
Contractual Services	48,000	47,000	36,000
Materials & Supplies	193,000	210,500	127,500
Capital Equipment*	200,000	125,000	125,000
	460,000	205,000	132,000
<b>Total</b>	<b>1,959,500</b>	<b>1,560,000</b>	<b>1,552,000</b>

\*Capital Equipment was budgeted for all Enterprise Fund Activities. The top number represents W&WW, while the bottom number represents Solid Waste. All items were included in the SW budget in FY15.

## Fiscal Forecast

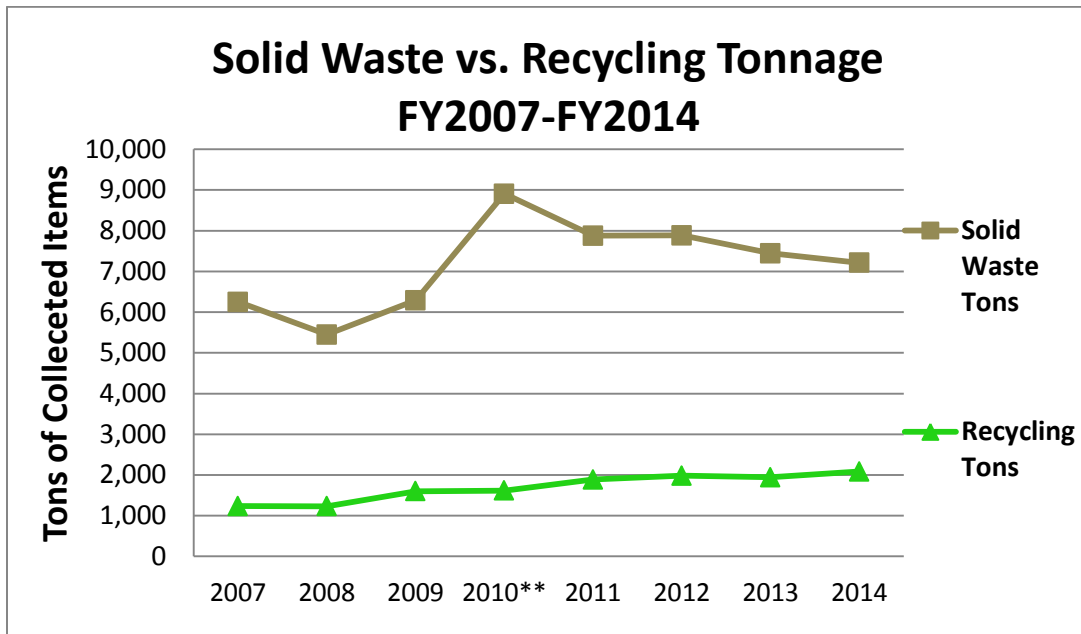
The forecast projections below do not represent the proposed enhancements and route changes. Those changes are accounted for within the enhancements section that follows.

Fiscal Forecast			
Department/Fund	FY 2016	FY 2017	FY 2018
<b>FTE's</b>	11	11	11
<b>Revenues</b>	\$1,434,500	\$1,434,500	\$1,434,500
*Source*	SW Rates & Misc Rev	SW Rates & Misc Rev	SW Rates & Misc Rev
<b>Total</b>	<b>\$1,434,500</b>	<b>\$1,434,500</b>	<b>\$1,434,500</b>
<b>Expenditures</b>			
Personnel	560,000	590,000	620,000
Professional Services	360,000	363,500	367,000
Maintenance	180,000	182,000	184,000
Contractual Services	50,000	50,500	51,000
Materials & Supplies	225,000	227,500	230,000
Capital Equipment Base	222,000	222,000	222,000
Cap Equip Supplement	69,000	60,000	50,000
<b>Total</b>	<b>1,597,000</b>	<b>1,635,500</b>	<b>1,674,000</b>
<b>Revenues-Expenditures</b>	<b>-162,500</b>	<b>-201,000</b>	<b>-239,500</b>

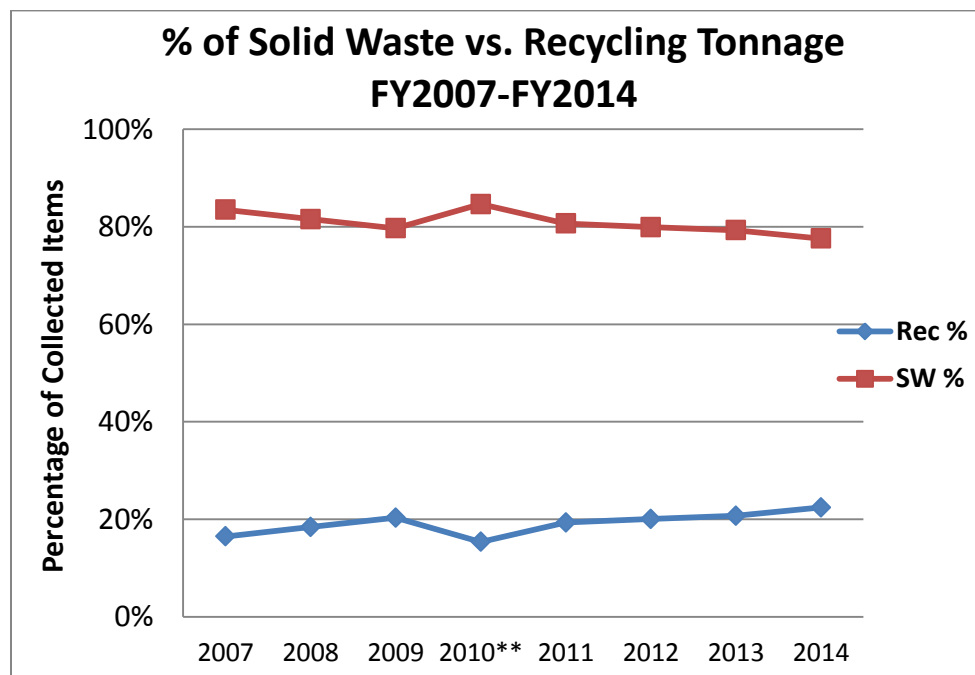
Projections based on fully funding all 11 positions along with a 5% increase for Personnel and a 1% increase for non-Personnel items.

# Environmental Scan

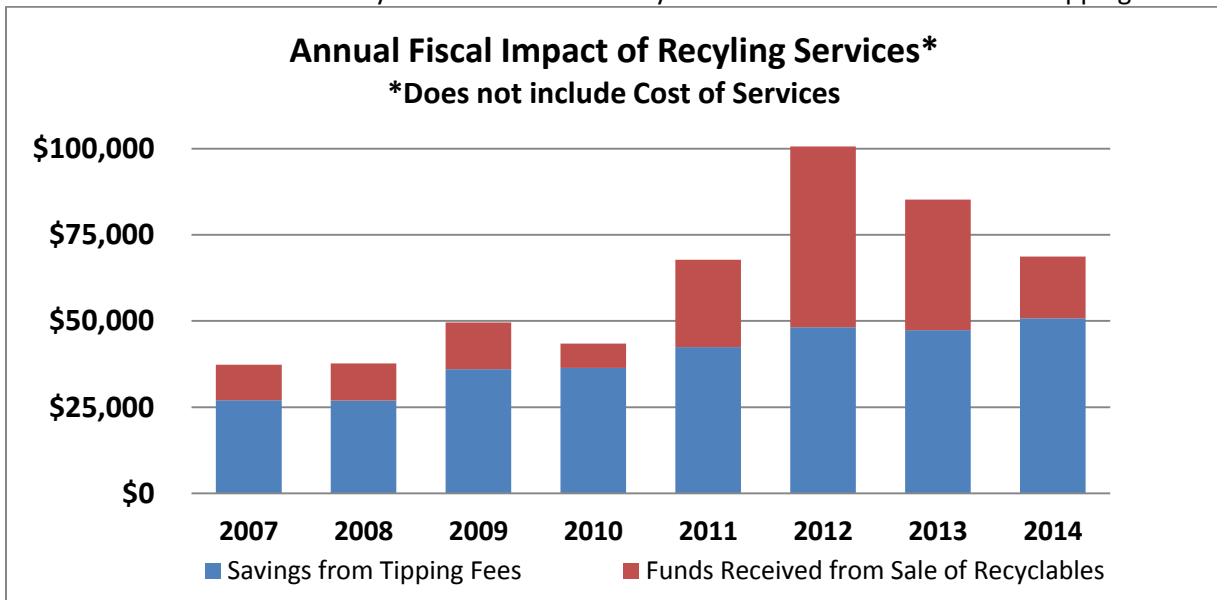
- Decrease in Landfill Waste** - Over the years, the City has seen a decrease in solid waste collection volume and an increase in the volume of recyclables collected. It is believed this can partly be attributed to a greater awareness of the benefits of recycling and “green thinking.” This has been supported by the City’s educational efforts concerning recycling and solid waste services.



- Increase in Recycling** - Currently, the City is recycling just over 20% of its waste stream. This represents a cost savings as this material is not going to landfill with its associated tipping fees. In addition, the City receives some monetary value from the recyclables collected that are sold.



- **Fiscal Impacts** - In looking at the fiscal impacts of recycling going back to FY 2007 through FY2014. The totals from the sales of recycling are \$175,184, while the offset in tipping fees was \$315,206 for a total fiscal impact of just over \$490,000 for that eight year period. The following chart shows the distribution over the years for the sale of recyclables and the offset of landfill tipping fees.



- **Contractor Communications** - Communicating with mowing contractors to make sure they take their trimmings with them upon completion of work done within the City. The Solid Waste Division Summary of Contractor Communications Program Goals are typically as follows:
  - During high-peak landscaping months, March – September, distribute up to eight hours each week with a target of reaching 5-10 contractors.
  - During low-peak landscaping months, October – February, distribute up to eight hours bi-weekly with a target of reaching 5-10 contractors.

## Available Assets

- 6 Garbage trucks
  - Currently includes 3 reserve/backup units
    - Necessary to address maintenance issues and Wednesday Recycling (5 units needed)
    - Allows for additional deployment in areas with heavy loads
    - Will be reduced to 2 once equipment upgrades and route changes are realized
- 3 Limb loaders
  - Includes 2 reserve/backup units
    - Necessary to address maintenance issues
    - Allows for additional deployment in areas with heavy loads
    - Will be reduced to 1 once equipment upgrades are realized to reduce downtime
- 2 Pickup truck(s)
- 1 Dump truck
- Borrows from other divisions as needed
- Environmental & Sustainability Board
- H-GAC (Information resource)

## Future Service Enhancements

Service schedules would be modified to extend recycling to 3 days per week and limb/brush collection to 5 days per week. Personnel items include upgrade of an existing position to Crew Leader and conversion of two temporary positions to permanent Laborer positions. No changes will be made to service levels.

Annual Enhanced Budget Effects			
Department/Fund	FY 2016	FY 2017	FY 2018
<b>FTE's</b>	+2 (FY16 request)	+2 (FY16 request)	+2 (FY16 request)
<b>Revenues</b>	+\$252,000 (FY16 only)	+\$252,000 (FY16 only)	+\$252,000 (FY16 only)
<b>*Source*</b>	+\$3.50 added to rates*	+\$3.50 added to rates	+\$3.50 added to rates
<b>Total Additional Funds</b>	<b>\$252,000</b>	<b>\$252,000</b>	<b>\$252,000</b>
Available Oper. Contingency*	\$1,000	\$10,000	\$20,000
<b>Expenditures</b>			
Personnel- Laborers	66,000	69,500	73,000
Crew Leader	8,000	8,250	8,500
Professional Services	(45,000)	(45,000)	(45,000)
Maintenance			
Contractual Services	12,000	12,125	12,250
Materials & Supplies	1,000	1,000	1,000
<b>Enhancements Total</b>	<b>42,000</b>	<b>45,875</b>	<b>49,750</b>
<b>Base Budget Shortfall</b>	<b>162,500</b>	<b>201,000</b>	<b>239,500</b>
<b>Total Additional Need</b>	<b>204,500</b>	<b>246,875</b>	<b>289,250</b>
<b>Annual Net Fiscal Impact</b>	<b>47,500</b>	<b>5,125</b>	<b>-37,250</b>

Projections based on 5% increase for Personnel and 1% increase for non-Personnel items. The Available Operational Contingency is the amount left in the annual budget after the supplemental equipment costs are subtracted from the 5%/\$70,000 number (see Item #7 on Pg. 12). This contingency will offset equipment costs as well as personnel and other cost increases over this 3-year period. The proposed FY16 increase in rates allows for a projected net positive budget impact of \$15,000 over this 3-year period.

# Future Strategy

- 1.) **Educational Outreach** - The Solid Waste Division will work on improving educational outreaches to residents and contractors on solid waste and recycling policy to continue to reduce solid waste volumes and increase recycling material volumes.
- 2.) **New Routes (See Appendix A)** - While there is currently a burden on recycling collection as the City is serviced on Wednesdays, the new collection schedule will provide relief. With the new schedule and a full staff, dependence on the Streets & Drainage Division as backup will be reduced to assistance with the garbage bag delivery that occurs three times per year. This also represents a reduction in equipment needed on Wednesdays from 5 Solid Waste trucks to 4.
- 3.) **Fleet Reduction** - The Solid Waste Division will be reducing its fleet to eliminate unnecessary redundancy. This will leave six garbage trucks, two limb loaders and two pickup trucks. There will be enough trucks to provide back for downtime and reduce maintenance costs in line with the proposed route changes
- 4.) **Refined Service Delivery Benefits:**

The Solid Waste Division staffing will be budgeted to full staffing levels. Two full-time Laborers will be added and two Temporary Labor positions will be removed to fund this change. Also, an Equipment Operator II will be upgraded to Crew Leader.

  - High Service Levels are Maintained for Frequency of Services
  - Reduction of 32 man hours per week
  - Late/Rushed Recycling Services are Addressed
  - Minimal Impacts to Existing Schedule
  - Includes Landscaping Contractor Communications
  - Revised Holiday Scheduling
    - Limits Service Interruptions and Backlog During Holidays
  - Street & Drainage Assistance is limited to extreme situations
    - Allows for more proactive approach for S&D maintenance
- 5.) **Review of larger recycling containers for purchase as an additional unit** Larger recycling containers will be made available for purchase.
  - Would comply with current ordinances
  - Allow for a larger container that could address customer concerns such as items blowing away, capacity issues, etc.
  - More efficient for SW crews (1 extra container versus 2)
- 6.) **Review and possible revival of Household Hazardous Waste Voucher Program**

The City does not collect household hazardous waste (HHW). As a result, residents wishing to dispose of HHW are referred to the Harris County collection facility located off of Hwy. 290. If there is a desire to do more, the City may revive the voucher program partnership with the City of Houston to utilize their facilities on Westpark Dr. Vouchers are \$75 each and have a 100 lb limit.

  - Would give residents a much more convenient option to properly dispose of HHW
  - Vouchers could be purchased on periodic basis to address needs
  - Would address customer concerns and confusion regarding options

Another option is annual collection event for HHW where residents would drive to a location on a specific date to dispose of their materials. A contractor would collect, transport and dispose of the HHW. The cost range is \$100 - \$150 per car. Depending on participation levels, the cost for this could quickly escalate and might be hard to predict.

#### **7.) Proposed FY16 Rate Structure to Recover Costs +5% Operational Contingency**

It is recommended that rates be revised to cover current operational costs and provide for a 5% operational contingency.

- Assumes an additional \$70k (majority used for equipment backlog)
- Ensures cost of service is covered to include operational contingencies
- Allows for equipment backlog to be addressed
- Can be modified as needed in future years
- Does NOT address Administrative Overhead

#### **8.) Review of Administrative Overview (Not Currently Scheduled)**

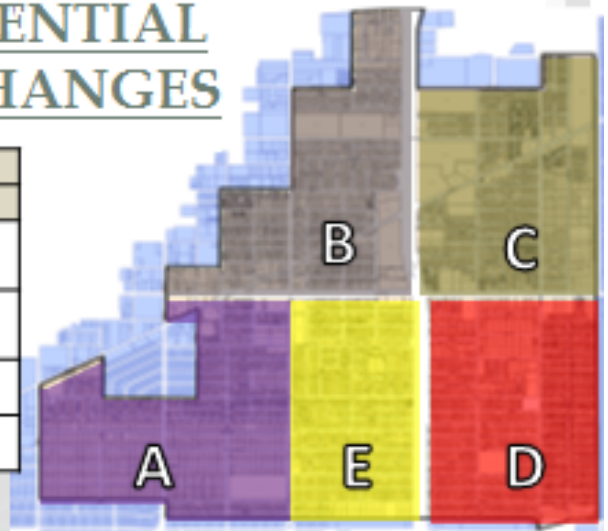
- Personnel Share Method Used
  - Uses personnel percentages to establish relative demands on central administration for different functions
  - These relative demands are used for proportional overhead budget allocation
  - Identified as a valid method by EPA for Enterprise Operations
- Currently Estimated to be \$267,500
  - Assumes 13 FTE's in Solid Waste
  - Equates to a rate increase of \$3.71 per customer/month (Not currently proposed)

# Appendix A – Proposed Solid Waste Service Changes



## IMPACTS OF POTENTIAL OPERATIONAL CHANGES

Service	Area Covered-Crew Assigned				
	Mon	Tue	Wed	Thur	Fri
Solid Waste Pickup #1	A, B, E	C, D			
Solid Waste Pickup #2				A, B, E	C, D
Recycling		B	A, C, D		E
Limbs/ Brush	D	E	B	C	A



Area	Solid Waste	Recycling	Limbs/Brush
A	No change	No change	Moves to Friday
B	Part of B (north of Elm) changes to Mon & Fri	Moves to Tuesday	Moves to Wednesday
C	No change	No change	Part of C (east of Newcastle) moves to Thursday
D	No change	No change	Moves to Monday
E	No change	Moves to Friday	Moves to Friday



## FY 2016 Management Projects

1. Conduct Citizen Survey, create baseline, determine satisfaction with current city services
2. Ruffino Road, create plan for productive and sustainable use of property, work with West U., City of Houston, Sharpstown TIRZ
3. Evelyn's Park Management and Maintenance, ensure smooth transition from construction thru management, programming, and maintenance
4. Code Clean Up, address inconsistencies, bring up to date, stop referring to people's names or titles
5. Complete the Municipal Facilities Site Plan
6. Development services fees, increase fees in accordance with financial management policy, use portion for technology improvements
7. Parks fees, in accordance with financial management policy, more equitably distribute cost burden
8. Bellaire Basics and Leadership development, create and implement leadership academy
9. Develop Keep Bellaire Beautiful presence, organization plan
10. Implement Solid Waste routing efficiency improvements
11. Implement pro-active street maintenance improvements, extend life of asset, proactively deal with issues