



Carrollton Police Officer' Association

Candidate Questions

Steve Babick

Below are a list of questions that the Carrollton Police Officers' Association (CPOA) believes your answers will be important for both the citizens of Carrollton and the CPOA's membership to know.

1. What do you bring to the table that qualifies you to be a member of the Carrollton City Council?

As the current Mayor of Carrollton, I bring 1 year of experience in this role and on Council back to my first election in 2014 – 9 years in aggregate. Having served the City back to 2007 on Boards and Commissions (Historic Preservation Advisory Board; Tax Increment Reinvestment Zone Board; Property Standards Board) prior to City Council, I am the most experienced candidate in the field of City Council and Mayor, with Leadership positions beyond Mayor, including Chair of Redevelopment Committee, Chair of IT Committee, Chair of Audit & Finance Committee and various ad-hoc and community board liaisons assignments with City, School Districts (CFBISD and LISD), Medical City Dallas Children's Hospital and Metrocrest Chamber of Commerce.

Key Qualifications:

- **Results Oriented Experience** (Budget, Tax, Staffing, Community)
- **Proven Leadership** – 9 Years of experience as elected-official and 16 years inclusive of Boards and Commissions
- **Mastery of Budget & Fiscal Affairs** – 9 Years of Tax Rate Reductions & AAA Rated
- **Vision for the Future** – Balanced vision to stimulate Economic Development & Carrollton Renaissance via Redevelopment to fund Public Safety and Infrastructure
 - #Carrollton Experience – Quiet, Safe Neighborhoods, Bustling Cosmopolitan Shopping & Expansive Parks & Trails

- #SilverLine & TOD Districts – Live, Work & Play
- #DestinationCarrollton – Entertainment Venues, Historic Grapevine Railroad, Arbor-Hills type Park at TC Rice Property

2. List and briefly explain your top three priorities for the City of Carrollton, and how you plan to accomplish these priorities

Elements of My PRIDE Campaign:

I. Public Safety Investment – Keep our People, Places & Things Safe and Secure – Leverage Budget Surplus to fund Competitive Compensation Package improvements and investments in Training and Tools of the Trade. Investment in added Beats, Communications, Drone and Other Tools of the trade to make Carrollton safe, Fight Fentanyl and address homelessness.

II. Infrastructure – Continued investment in City Infrastructure, including Public Works oriented (Streets, Walks, Trails, Alleys, Sewage and Water Lines); Facilities (Police Station Improvements, Jail Improvements, City Hall, Fire Station 3, 4, 5 & 6); and Technology Improvements (Broadband, Productivity Tools and Software Applications for Big Data Analysis)

III. Economic Development & Carrollton Renaissance – Stimulate outside investment in Carrollton from diverse sources that fuels Sales Tax proceeds, Commercial Property Tax and Bustling Shopping that caters to a diverse community. This is essential to drive funding of Public Safety and Infrastructure.

IV. Charge for New Chief: Invest to become Vested à M-O-R-A-L-E

M – Motivate the Team – Attract & Retain a Qualified Motivated Team

O – Observe what has Worked and Optimize for Performance – Be a Sponge!

R – Recruit; Retain & Reward; Re-tool & Train; Refine & Re-Design

A – Hold Accountable for Performance & Customer Satisfaction

L – Loyalty Matters – Hand in Hand with Retention

E – Engage the Community & Volunteers – We are #InItTogether

3. Considering that the City of Carrollton has almost been built out and is land locked, how do you plan on managing and increasing the abilities of the Police Department to safely and efficiently service the citizens of Carrollton ?

We need to Finish the Build-Out (HEB, PGBT-Midway, Hebron & Parker, Carrollton Parkway), continue to stimulate a Carrollton Renaissance and Redevelopment by turning old decaying centers and warehouses into thriving new developments, and stimulate

Development/Redevelopment along the SilverLine via continued TOD investment (Trinity Mills Station). The focus on Economic Development brings growth and tax proceeds through Sales Tax and Property Tax from International Investments into Carrollton to fund growth and added services (Competitive Compensation, Added Resources – Beat Officers, Drug & Street Crimes, Homelessness, DART, and Tools).

I am committed to added funding of Carrollton Police to ensure the city focuses on the Police Department M-O-R-A-L-E, holding Chief, Command Staff and City Management accountable for improvements.

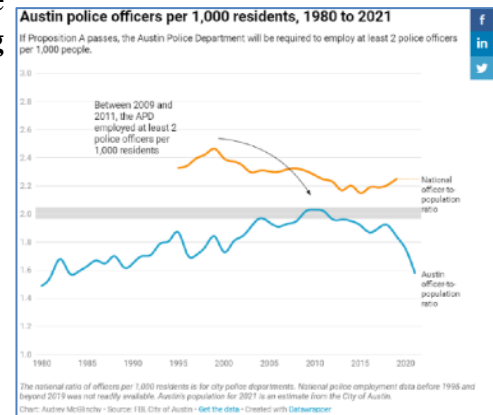
4. What are your thoughts on the types of crimes that should be aggressively investigated and what crimes should the Carrollton Police Department not be proactive in confronting?

I am committed to enforcing all laws, regardless of the Dallas District Attorney position on prosecution including Crimes Against Persons and Property – CPD has a solid track record of investigating these crimes and am committed to continued investment, added software and forensic tools and resources to ensure Carrollton remains one of the lowest crime rates in local suburbs

- **Drug & Street Crimes** – Being in the news for Fentanyl is not a bad thing as our CPD is demonstrating proactive outreach with the Schools and proven results. I am committed to broadening Awareness to all City Facilities (Libraries, Rec Centers, etc...)
- **Driving under the Influence or Intoxication** – Driving under the influence has caused too many lives lost over time and recently – including Officer Steve Nothem.
- **Human Trafficking** – A Diverse community is a risk cultural leniency when it comes to Human Trafficking – I am committed to ensuring our CPD retains investigation tools to combat human trafficking.
- **Paper License Plates, Street Racing and Red Light Violations** – while all relatively lower risk, creates an environment that creates potential unsafe actions and environment for our community and should be enforced/investigated as balanced to higher priority calls.

I am in favor of leveraging Public Safety Officers vs. Sworn Officers for lower-risk crimes and investigations that are not a clear and present danger under the discretion and direction of Sworn Command Staff.

5. Do you believe that 2 police officers per 1000 citizens should be the standard that you would like to set to staff the Carrollton Police Department? If not, what should be the staffing level?



The “Safe City Standard” of 2 per 1,000 is substandard for suburbs like Carrollton that desire to have a visibly Safe Community and should strive to staff above this level. Given we are currently authorized closer to 1.3 (176 Officers + 3 Retirement Coverage Allowance) per 1,000 (and considering 18-21 vacancies is at 1.2 per 1,000), I am in favor

	Budgeted	Per 1,000	Current	Per 1000
Officers	179	1.3	158	1.2
Civilian	55	0.4	52	0.4
Total	234	1.8	206	1.5
Population	133,434			

of a programmatic plan to increase to 2.0 and beyond (2.1-2.2 per 1,000 longer term which is consistent with State of Texas average as a whole) to ensure proper staffing, beat coverage, task force coverage, and response times, further reducing forced overtime and ensuring investment time for Training and Continuing Education Hours and ensuring retention rates improve.

The included exhibit from an Austin Study shows sub-standard staffing rates and National Averages – Austin is by no means the Standard and Carrollton can do better. The Consultative study should be leveraged to ensure whether 2.0 or higher pro-rata benchmarks adopted are based on comparable agencies, examining the use of civilian resource in typical agencies versus Carrollton’s use and consistent with Council vision – “to be the community that families and businesses want to call home,” among other insights that may be gleaned from the study.

- 6. In light of the above question, do you believe that City Management, the Police Chief, and the CPOA need to work together and select an outside organization that can conduct a full staffing study that will consider call volume, call duration, investigative needs, community involvement, relief factors, training requirements and other factors to determine what the staffing level should be?**

Yes, this is a one-time cost that should be deployed to ensure proper staffing, sworn vs. unsworn/civilian and appropriate command staff training to develop to ensure we focus on Department Morale to Attract and Retain a Qualified Motivated Team. Turnover has been an issue and investment in a study has my support. I would also leverage such a study to ensure the needs of 2030 are being planned for today and ensure it’s comprehended into our hiring plans. I will pursue this immediately.

- 7. What would be your strategy to recruit in a very competitive job market? Not only in the competitive field of Law Enforcement, but also in the highly challenging North Texas market? What standards, if any, would you support lowering to obtain more applications?**

Applicant pools need to increase to ensure the funnel of candidates making it through the testing, selection and training protocols resolve our current turnover and staffing challenges. I am open-minded to deploying all available strategies as may be recommended from the Consultant Study in question 6, including improved Compensation Plans to ensure competitive, Shift Changes that promote quality of Life, improved investment in training and tools that demonstrates a culture focused on attracting and retaining the best by focusing on morale. A few key areas I have approached Chief about include:

- I. Hiring Police Recruiting Officer
- II. Embracing incentives and programs for Officer Referral
- III. Nationwide Recruiting – Attract quality candidates from other cities and regions as needed
- IV. Image & Morale – Best Tools, Best Culture and Best Training to Attract current Police Officers will yield a sought-after department
- V. Agile & Digital Savvy Training -- demonstrated actions and marketed for recruiting.

8. Do you support holding city management, at all levels, accountable for the cities' recruitment and retention issues, employee morale challenges and equipment difficulties?

Yes, I remain skeptical that the City has invested and leveraged all means to Attract and Retain a Qualified, Motivated Team – in all department areas. I have concerns related to a perceived Toxic and Retaliatory Culture throughout the City and lack of Competitive Compensation packages. As a Mayor, I am committed to implementing changes to focus on our most important asset – the City Employees in all departments. Given persistent vacancies, I believe we have systemic concerns across the 4-Pillars as we provide care and maintenance to our employee asset base as follows an am committed to ensure focus at the Council level as to Strategic Goals and Priorities:

- **Attract** – Do we have the right Culture, Compensation, Benefits, Training Programs, and other soft perk areas to be a sought-after City and Police Department for candidates.
- **Retain** – Why are we losing seasoned and rookie employees to other cities and Police Departments? The Consultant approach and clear measures must be reviewed to ensure we have the longevity and pay grades that are competitive not just for first year, but also as to timing for max-out, etc...

- **Qualified** – Are we continuing to invest in our employees to ensure the skills of today and tomorrow are met. Investment in employees is a key factor to ensure qualifications and upskilling for technical, managerial and well-being is considered and valued by our existing and prospective employees and Officers.
- **Motivated** – Ensuring we measure and manage for improvement is a key responsibility of our Managers, Executives and Human Resources.

9. How often do you believe the City Manager should meet with the CPOA? Should there only be meetings when issues come up, or should there be an open dialogue between them?

I am an advocate of City Manager, Council and Mayor regularly visiting with CPOA. I have a strong record of outreach and collaboration with CPOA – not just during election times, to ensure open communication. I am disappointed in the City Manager perspective, discouragement and alleged retaliation associated with Open Door communication between CPOA and City Leadership. I am committed to changes to drive improvement.

10. Is there anything else that you would like to tell us that would be important for us to consider for an endorsement?

I have a strong record of support since first being elected in 2014 for the CPOA, our First Responders and our City Staff as the most important Asset of the City. I believe the residents #BackTheBlue and am committed to continuing to make changes in the future. I have been vocal with City Manager and Director Staff of my disappointment in the process to hire a new Police Chief – that said, I am committed to working with Chief and holding him accountable to the opening Charge I gave to focus on MORALE of the Department and to help to return our Department to the standards of excellence we expect.