

THE HOUSTON POLICE DEPARTMENT

Charles A. McClelland, Jr.
Chief of Police

Prepared for
The Greater Houston Partnership

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“

The police department is the thick blue fabric that holds society together and protects everyone constitutionally. It is not the thin blue line that divides us.

”

*Charles A. McClelland, Jr.
Chief of Police, Houston Police Department*



Foreword

As one of the premier community-based law enforcement agencies in the United States, the Houston Police Department (HPD) prides itself on how well it provides services to people who live in, work in and visit the fourth largest city in the United States. The geographical sprawl of Houston, coupled with its ever growing, diverse population, and extensive multifaceted transportation systems all pose a variety of difficult public safety challenges for the HPD.

The department's success in addressing these challenges is predicated, in large part, on the nature and type of relationships established within our community, and the willingness by management to continuously demonstrate how resources are used efficiently.

The manner in which this is accomplished typically goes unnoticed in the eyes of the public; and yet, these efforts help shape the culture of the organization. The purpose of this document is to provide a glimpse of those efforts and how they have affected the HPD in terms of:

- Hiring a more diverse workforce;
- Addressing existing and emerging crimes;
- Developing partnerships within the community;
- Improving accessibility and transparency to enhance accountability;
- Increasing technological proficiency; and
- Assisting in supporting the greater law enforcement needs of the region.

The President's Task Force on the 21st Century Policing consisted of extensive feedback from a variety of professionals. These responses were used to create a "Six Pillar" typology, which is being touted nationally as a catalyst for use by municipal police agencies to facilitate developing trust and support from their local community.

We believe the public would be pleased to see the degree of congruency the HPD has with the typology's contents; but more importantly, that this on-going commitment has been in place for many, many years in Houston. These efforts have not only produced extremely positive community relations for the HPD, but they also contribute to an ability to successfully cope with controversy.

In a time when public confidence in the police is eroding in many urban cities, Houston serves as an excellent example of what happens when the police and the public invest in legitimate and meaningful collaboration.

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Who We Are

Introduction: The City

Introduction: HPD

Introduction: The City

[Houston has] become the single most ethnically and culturally diverse large metropolitan region in the country.

The 34th Annual Kinder Houston Area Survey, 2015

Houston is a 21st Century city with global influence.

Houston is the 4th largest city in the United States and the urban core of Southeast Texas. Houston boasts more than **2.2 million people** in its core and another 4 million in the surrounding region. The core city covers **677 square miles** of land area.

Houston is a major international city. It is the **Energy Capital of the World**, home to the world-famous Texas Medical Center, and the only major US city with a spaceport. Houston is also the only US city with direct flights to every populated continent on the planet.

As a result of high earnings and moderate costs of living, Houstonians enjoy some of the highest purchasing power in the nation.

Houston is a center for innovation, hosting two major research universities, a growing private sector space industry, and an arts sector rivaled only by New York City. Every year, Houston is at the top of the lists for job creation.

In recent years, Houston has been a perennial occupant of various publications' "Best Places" lists. In 2014, *City Journal* dubbed Houston [America's Opportunity City](#), and *Forbes* has called Houston [the Coolest City in America](#) (2012) and [America's Economic Miracle](#) (2015). *The Smithsonian* has suggested Houston is [the Next Great American City](#) (2013).

To maintain its position as a great place to live and work, Houston will need to provide a safe environment for travel, work, education and play.

Introduction: HPD

HPD is a 21st Century police force responsible for the public safety of one of the most important cities in the US.



The Houston Police Department is the 5th largest municipal police department in the nation. With a combined workforce of approximately 6,500 people, HPD endeavors to maintain traffic safety, prevent crime, protect lives and property, respond to calls-for-service in a timely manner, coordinate homeland security activities, investigate crimes, arrest persons suspected of committing those crimes, and operate the municipal jails. With a majority-minority corps of officers, HPD accomplishes this with one of the most diverse workforces in the US.

Each year, HPD responds to 1.2 million calls-for-service, makes 400,000 traffic stops, and actively investigates 150,000 crimes. In the practice of Community Policing, HPD employees experience millions of citizen contacts that are not formally documented.

HPD prioritizes calls-for-service, giving the greatest priority and most rapid response to emergency calls. HPD responds to the most critical calls within five minutes.

Over the past six years, crime has fallen in Houston by 13.6%. Over the same period, complaints from the public have fallen by 33.7%.

As one of the early adopters of the Community Policing philosophy, HPD has a robust history of community outreach. HPD was a frequent subject of scholarly research on new approaches, a tradition HPD has maintained into the present.

The Houston Police Department is a large department that welcomes innovation. In the 1980s, HPD was one of the first departments to implement a computerized records management system. In the 1990s, HPD deployed portable laptops to computerize field reporting. In the 2000s, HPD added a real-time crime analysis capacity. Two years before they became popular in the media, HPD was exploring the use of body-worn cameras, including a deployment of 100 units to uniformed officers.

The Houston Police Department's culture is reflected in the words:

Honor, Integrity, Respect.



HPD patrol car at a community event

What We Do and Why We Do It

Mission

Goals

Core Services

Mission, Goals & Core Services



Mission

The mission of the Houston Police Department is to enhance the quality of life in the city of Houston by working cooperatively with the public to prevent crime, enforce the law, preserve the peace, and provide a safe environment.



Goals

- Enhance community safety and security
- Maintain public confidence and satisfaction
- Increase accountability to the community
- Maintain/ increase productivity
- Increase professionalism



Core Services

- Prevent crime
- Respond to calls-for-service
- Conduct investigations
- Arrest individuals suspected of committing crimes
- Coordinate homeland security activities
- Protect lives and property during mass gatherings and special events
- Maintain operations of municipal jails
- Manage traffic enforcement

How Well We Do It

Awards and Recognition

Crime is Down

Innovations

Awards and Recognition

Over the last five years, the Houston Police Department has received numerous awards and recognitions for its efforts.



National Recognitions

International Association of Chiefs of Police (IACP)

- Laura and John Arnold Foundation Award for Excellence in Law Enforcement Research
- Michael Shanahan Award for Excellence in Public/Private Cooperation
- Motorola Webber Seavey Award for Quality in Law Enforcement
- Excellence in Police Aviation Award
- Chief Dave Cameron Award for Excellence in Environmental Crimes Enforcement and Education
- August Vollmer Award for Excellence In Forensic Science
- Highway Safety Committee: Looking Beyond the Plate Honorable Mention

International Problem Oriented Policing Conference

- Herman Goldstein Award Second Place finalist for the *Making the Convenience Stores Safe Project*
- Herman Goldstein Award Semi-Finalist for the *Antoine Corridor Crime Reduction and Rehabilitation Project*

National Association of Police Organizations (NAPO)

- TOP COPS Awards

State Recognitions

Texas Commission on Law Enforcement (TCOLE)

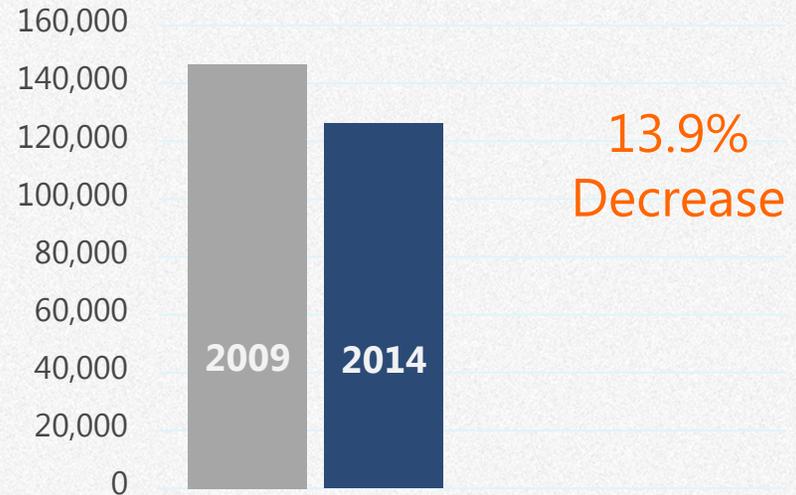
- Law Enforcement Achievement Awards
- Professional Achievement Awards
- Valor Awards

Crime is Down

Since January 2009, crime has declined in Houston despite an increasing population.

For any police department, the “test of police efficiency is the absence of crime and disorder.”[†] The first charge of a police department is to prevent crime and maintain order.

In 2014, there were **20,332** fewer incidents of crime than in 2009. This pattern is confirmed by the relatively low percentage of people citing crime as the biggest problem facing Houston in the Kinder Houston Area Survey. This year, **21%** cited crime as the biggest problem and, twice in the last four years, that statistic has been as low as **16%** (2012 and 2014). As recently as 2007, that number had been as high as **35%**. During the entire 1990s, that number had been above **35%** and reached a high of **70%** in 1994.



Total UCR Part 1 Crime

Percentage Citing Crime as Biggest Problem

The 34th Annual Kinder Houston Area Survey



[†] Sir Robert Peel, *Principles of Law Enforcement*, 1829

Innovations

The Houston Police Department adapts to changing demands from the community. Department leadership proactively seeks opportunities for innovation to improve responsiveness and performance.

Investigative First Responders

In order to improve the quality of critical initial investigations, HPD created a team of uniformed first responders with enhanced investigative training. In cases with high solvability factors, investigative cycle times were dramatically reduced.

Mental Health Division

In order to better serve the public and the vulnerable population with mental health and addiction issues, HPD created a division to specifically address these groups. This division manages the **Homeless Outreach Team**, the **Crisis Intervention Response Team**, and the **Chronic Consumer Stabilization Initiative**. The DOJ has designated HPD as a learning site for mental health issues.

Human Trafficking Unit

In 2014, HPD created the Human Trafficking Unit in the Vice Division to respond to increased recognition of Houston's role of in the trafficking of people: particularly for the illicit sex trade.

Process Improvement Certifications

In order to improve its internal processes, HPD adopted a strategy of obtaining certification using independent standards. HPD has obtained **ISO 9001-2008** certifications for three divisions (**Emergency Communications, Property and Records**) and are completing the process for three additional units (**Mental Health, Inspections and the Office of Budget & Finance**). No police agency in the US has as many certified units.

Jail Merger with Harris County

Closing city-run jail facilities has been an objective of HPD for more than 10 years. HPD has secured an agreement with Harris County to build and operate the **Joint Processing Center** as an alternative to the municipal jails. Implementation is underway, with a recent groundbreaking and occupation expected in late **2017**. Once completed, this merger will generate cost savings and efficiencies.

Staffing and Financials

Staffing

Classified Diversity

Civilian Diversity

Bilingualism

Military Service

*Financials: Cost &
Budget Discipline*

Staffing

HPD depends on a combined workforce of sworn peace officers and non-sworn employees.

To accomplish its mission, the Houston Police Department employs a workforce of sworn and licensed peace officers (classified) and non-sworn municipal employees (civilian).

HPD allocates its workforce according to perceived needs. The greatest portions of the workforce are in operations, working in patrol, homeland security and investigations. For patrol, HPD needs are informed by Justex, Inc.'s [Allocation Model for Police Patrol \(AMPP\)](#). Justex has subsequently developed the [Allocation Model for Investigations \(AMI\)](#), which will inform future allocations to investigations. Allocations to other units are based on legal mandates and evaluations of expected value.

	FY98	FY13	FY14	FY15	FY16 (est)
Classifieds	5,470	5,330	5,301	5,212	5,262
Cadets	70	144	93	137	140
Civilians	1,901	1,241	1,272	1,190	1,235
Total	7,441	6,715	6,666	6,539	6,637

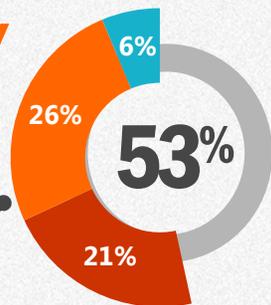
As with any operation, the HPD workforce experiences turnover. For civilian employees, systemic turnover has resulted from budget concerns. Civilian employees often fulfill critical, expert roles in the organization. While reductions in the civilian workforce have been managed through technology and re-organization, the reductions have also resulted in partial backfilling with classified employees.

In recent years, HPD has seen an attrition rate that averages around **210 officers** per year. Attrition is offset through recruitment and completion of both classroom and field training. A typical cadet class yields **65** new police officers. Each year, **3.2** cadet classes are necessary to keep pace with attrition. In a given year, real increases in classified staffing are only achieved in the **fourth and subsequent classes**.

Staffing – Classified Diversity

HPD is one of the most diverse departments in the US

A Majority of Officers Are Minority



Officers Who Are Asian-Pacific Islander

The national average is 2% and 4% for cities above 1 million population (2013 data).

Officers Who Are Women

Nationally, 12% of sworn officers are women. For cities above 1 million in population (2013 data), 18% are women. Within Texas, HPD has a higher percentage of women than any agency except Dallas.

Officers Who Are Hispanic

The national average is 12% and 25% for cities above 1 million population (2013 data).

Officers Who Are Black

The national average is 12% and 17% for cities above 1 million population (2013 data).

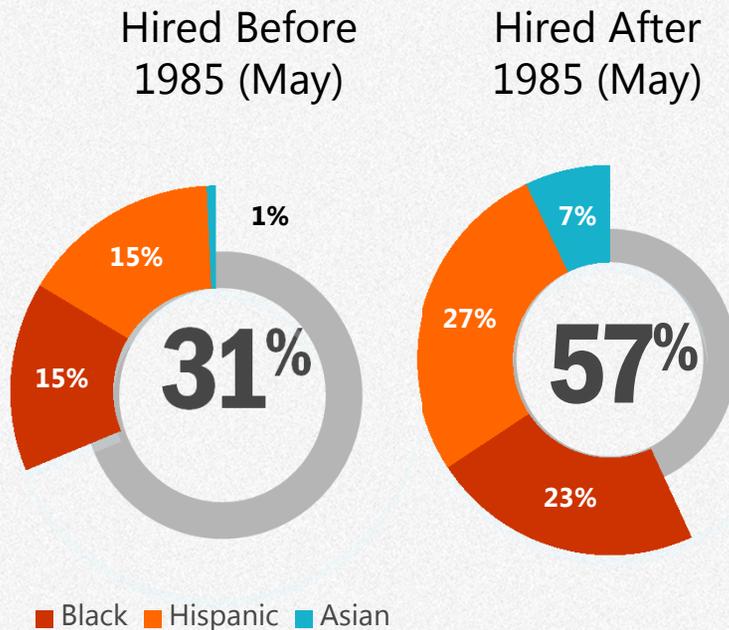


Staffing – Classified Diversity

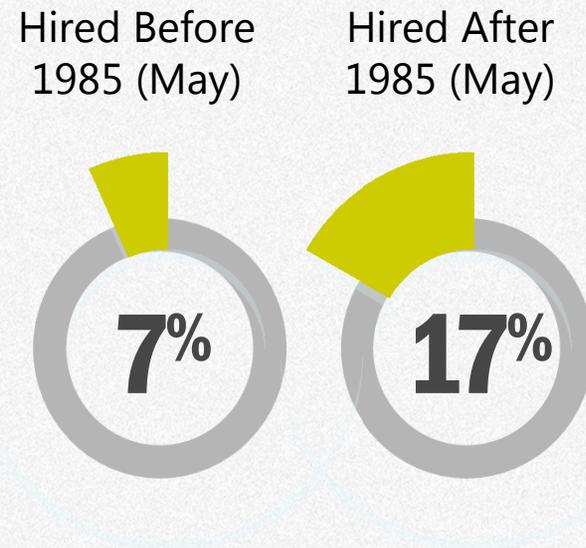
Newer cohorts of officers are even more diverse

Older cohorts of the classified workforce reflect race and gender distributions that pre-date concentrated efforts by HPD to hire women and minorities. Differences in the race and gender distributions are evident between those hired before 1985 and those hired after.

Minority Race



Female



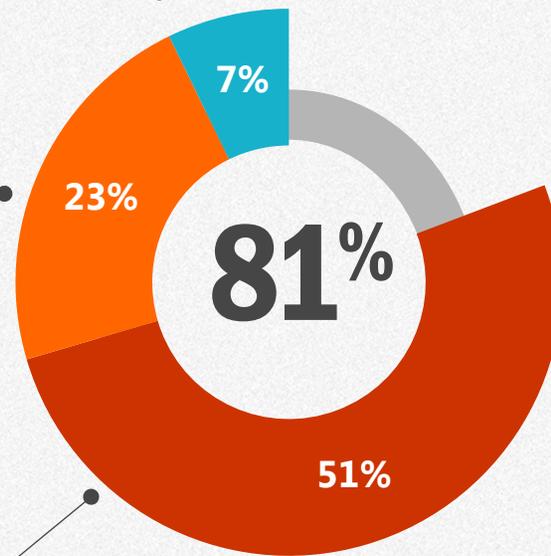
Staffing – Civilian Diversity

HPD is one of the most diverse departments in the US

Civilians Who Are Asian-Pacific Islander

Civilians Who Are Hispanic

Civilians Who Are Black



Civilians Who Are Women



Minorities have even greater representation among HPD's civilian employees.

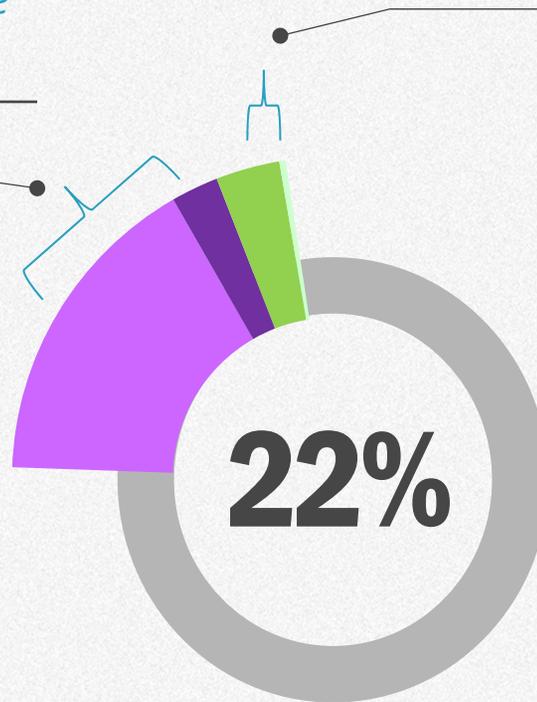
Staffing – Classified and Civilian Bilingualism

Many HPD Employees Speak a Second Language

24% of HPD officers and 15% of civilian employees receive bilingual incentive pay.

Spanish

1,033 HPD officers and 153 civilians are receiving bilingual incentive pay for Spanish. This is nearly 1 in 5 officers and 1 in 8 civilians.



Assorted Languages

Another 207 officers (4%) and 20 civilians are receiving bilingual incentive pay for other languages, mostly East Asian languages (Cambodian, Chinese, Korean, Laotian, Thai, and Vietnamese).

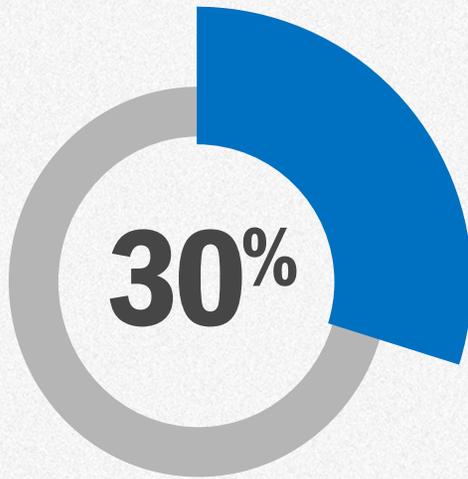
	Classified	Civilian
East Asian	202	18
Arabic	4	
French		2

As part of its commitment to Community Policing, HPD introduced an incentive program for officers to speak Spanish in the 1980s. Subsequently, HPD expanded the incentive program to include five Asian languages for which HPD determined a need existed. Civilian staff add additional language capacity. Combined, 22% of HPD personnel are bilingual.

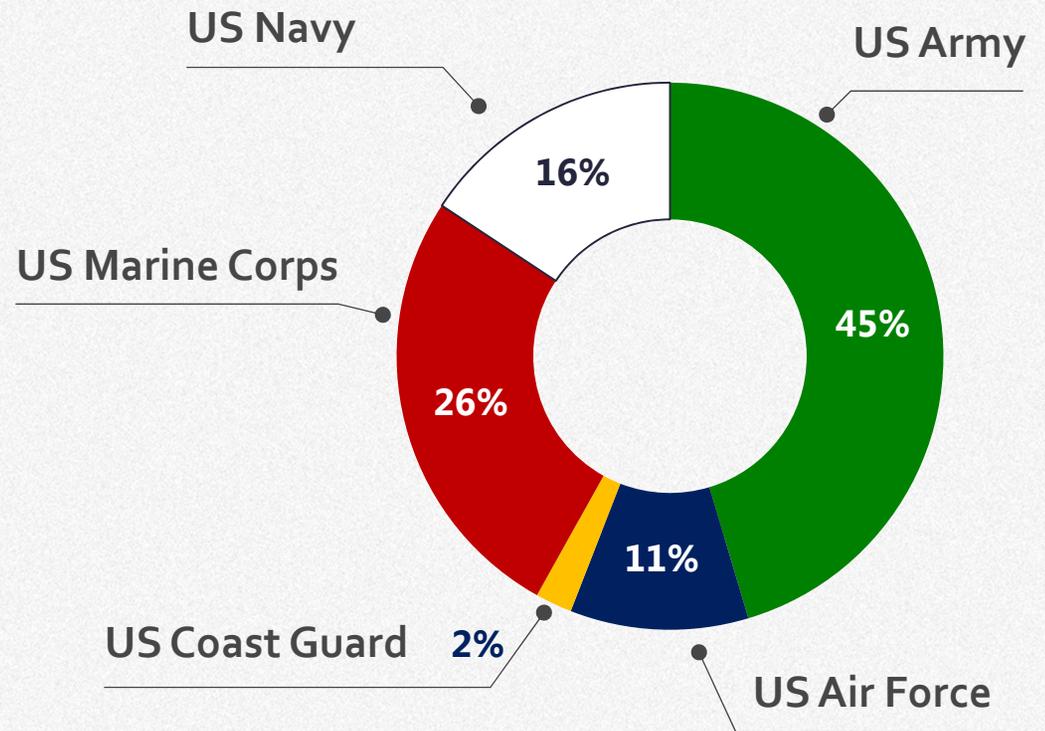
Staffing – Classified Military Service

HPD Officers have a History of Service

Officers who are Veterans



3 in 10 officers are veterans of the United States military.



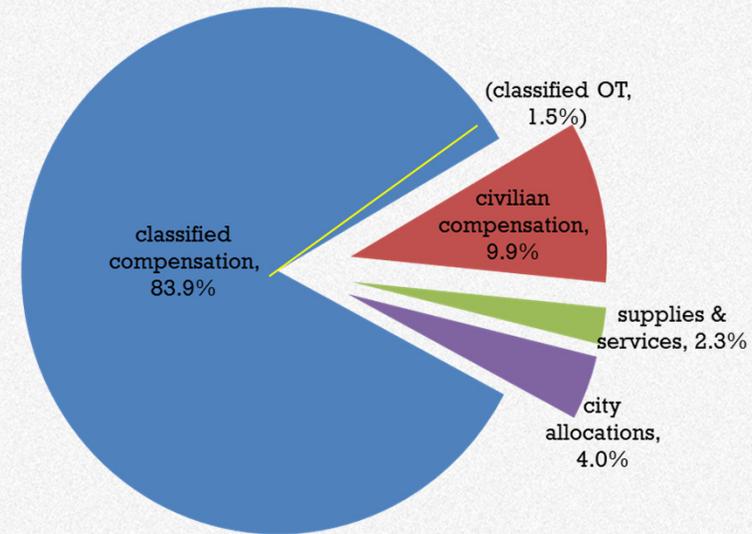
Financials:

Cost & Budget Discipline

Year-to-Year Budgets

The largest part of the HPD budget is labor costs. For fiscal year 2016, classified and civilian compensation and benefits accounted for approximately **93.8%** of the total HPD budget. FY2016 is a typical year in this regard. Every year, HPD's budget is subjected to contractual increases from agreements between the City of Houston and employee groups through the Meet & Confer process. An additional **4%** is obligated to city allocations. The remaining **2.3%** is for HPD supplies and services, which constitutes the total discretionary portion of the HPD budget.

HPD has a remarkable history of budgetary discipline. Over the last seven completed fiscal years, HPD has finished with a cumulative variance of **0.002%** and **\$83,171** under budget.



Seven Year General Fund Performance Analysis				
Fiscal Year	Budget/Target	Actual	Actual vs Budget	% Variance
2008	\$618,250,659	\$618,303,064	(52,405)	-0.008%
2009	\$657,278,834	\$657,224,856	53,978	0.008%
2010	\$662,742,304	\$662,765,860	(23,556)	-0.004%
2011	\$663,461,381	\$663,419,953	41,428	0.006%
2012	\$641,034,996	\$640,887,479	147,517	0.023%
2013	\$697,352,141	\$697,417,221	(65,080)	-0.009%
2014	\$723,139,435	\$723,158,146	(18,711)	-0.003%
Cumulative Total	\$4,663,259,750	\$4,663,176,579	\$83,171	0.002%

Community Outreach

Community Outreach

*Research Participation &
Partnerships*

*Improving Race
Relations*

*Customer Satisfaction
Measures*

Community Outreach

The Houston Police Department is continually looking for avenues to connect, exchange dialogue, and share useful and relevant information with Houston's residents.

Community Interaction

The Houston Police Department's **Office of Public Affairs** coordinates community events and initiatives to enhance interactions between the department and the community it serves. Community meetings, participation in the **Positive Interaction Program** and the **Citizens' Police Academy**, are just some of the ways that help maintain "open lines of communication" between the public and police.

One of the goals of the police department is to educate the public on how they can partner with HPD to reduce crime in their communities and about the operations of the Department. In a recent community meeting, it was suggested that HPD create a video on what to do if a person is stopped or detained by police. The **Police and Community Interaction** video was created and can be seen on the HPD YouTube Channel.

Community Events

Each year, HPD participates in, hosts or otherwise raises funds for a number of charitable campaigns.

- Blue Santa
- Comida Food Drive
- Bike Relay for Leukemia and Lymphoma Society
- National Night Out
- 911 Heroes Run
- Look Good Feel Good
- Coffee with Cops
- Drug Take Back
- Rebuilding Together Houston
- Special Olympics
- Navidad en el Barrio

Social Media Participation

HPD regularly posts crime prevention information on several social media sites such as **Facebook**, **Twitter**, **Instagram**, **Nextdoor**, and **YouTube**. Information about crime prevention initiatives, community events, Amber Alerts, safety tips, mug shots of wanted suspects, and surveillance videos are just a few of the items made available through social media sites. To date, HPD has approximately **95,000 Facebook and Twitter** followers.



Community Outreach

Homeless Outreach Team (HOT)

HOT started as a pilot program in January 2011 and became a permanent program after a very successful start. The team helps the homeless population acquire housing, personal identification, employment, medical care, and mental health treatment, as needed.

Language Translations for Personal Safety Materials

The Houston Police Department provides an array of crime prevention materials and videos in a number of languages, which include **English**, **Spanish**, **Chinese**, **Urdu**, **Vietnamese**, **Arabic** and **Korean**. The documents can be downloaded from the HPD website at houstonpolice.org by clicking "get informed" and "crime prevention".



Teen and Police Service (TAPS) Academy

Designed to bring at-risk teens and police officers together through a curriculum of topics such as bullying, gangs, dating violence, career planning, police interaction and conflict resolution.

Law Enforcement Career Exploring (Explorers)

Provides educational training programs for young adults on the purposes, mission, and objectives of law enforcement.

Youth Police Advisory Council (YPAC)

Creates opportunity for communication between area high school students and the police department. Students meet with the Chief of Police, other police officials, adult mentors and parents to discuss current issues of mutual interest and importance.

Gang Resistance Education And Training (GREAT)

Teaches an anti-gang curriculum to middle school students in efforts to prevent youth crime, violence, and gang involvement.

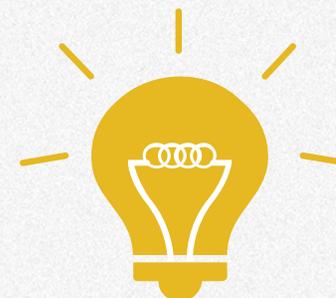
Boys & Girls Clubs of Houston Mentoring Program

Provides social, emotional and academic support by developing positive relationships between mentors and club members between the ages of 7 and 17.

Asian Crime Advisory Board

Provides coordination among members for anti-crime strategies to prevent crimes impacting various communities with origins in Asia. The board is chaired by two HPD executives and has membership from social and business organizations.

Research Participation & Partnerships



HPD currently has or has recently completed research projects with various universities, research institutes and professional organizations. Most notably, the department's partnership with Sam Houston State University researchers on eyewitness identification resulted in recognition as the **Gold Award Winner** for the **2014 IACP Excellence in Law Enforcement Research Award**.



Rice University

Houston Action Research Team (HART); analysis of SafeClear Program, hot spot analysis



Texas Southern University

Body Worn Camera Study, Suicide Prevention Study



Sam Houston State University

Eyewitness Identification Study, customer satisfaction surveys, best practices in clearing sexual assault kit backlogs (with University of Texas)



Northwestern University

Mathematical analyses of crime "Hotspots" and officer deployments



University of Houston – Downtown

Study of CED usage, Human Trafficking Study



National Police Research Platform

A major, multi-year NIJ funded research project to establish baseline information on various aspects of policing in the US



Center for Policing Equity

Formerly known as the Consortium for Police Leadership and Equity (CPL), study on juvenile interventions and contacts with police



Major Cities Chiefs Association

HPD is the lead agency for an MCCA commissioned study on performance metrics being conducted by the firm KPMG.



PERF/Justex

PERF conducted a work demands analysis of the Houston Police Department. Justex provided computerized staffing models for patrol and investigations that supplemented the PERF study.



Children at Risk

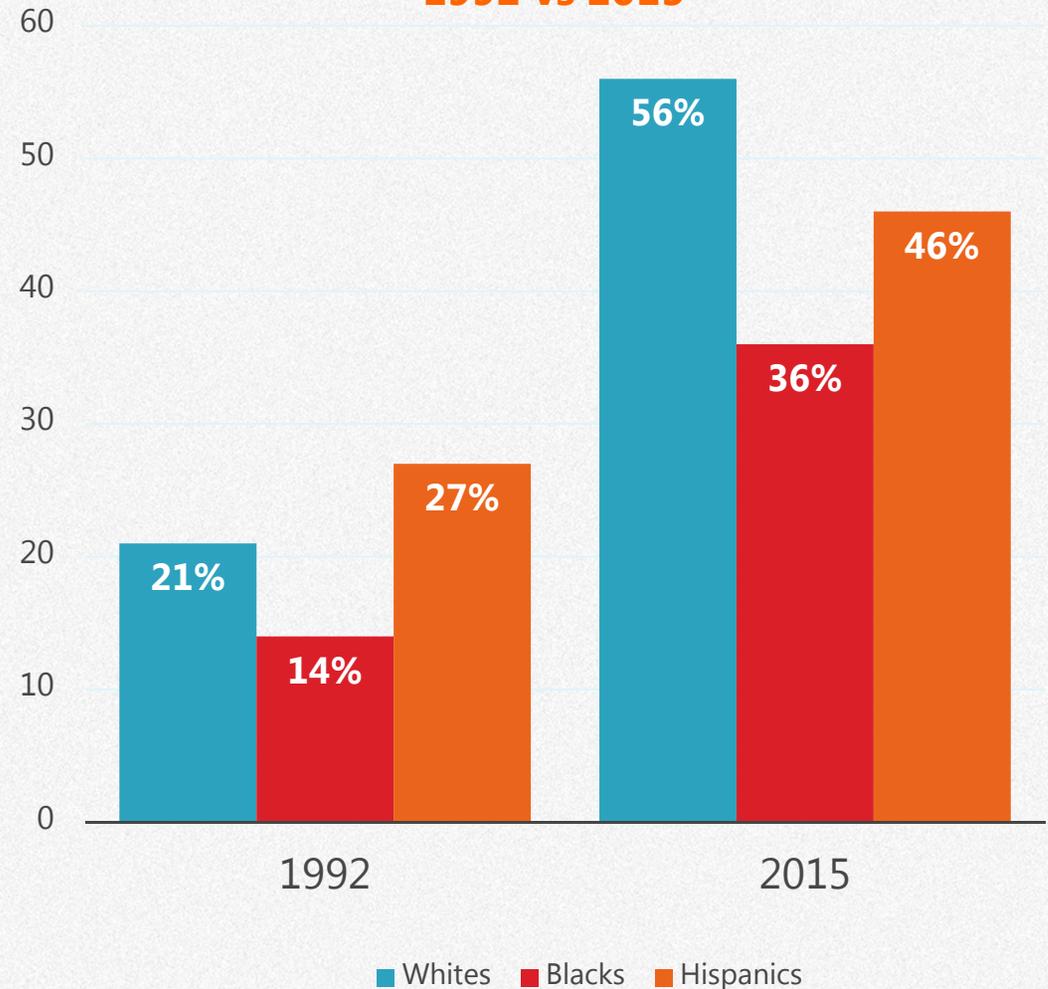
Human Trafficking of Children

Improving Race Relations

Between 1992 and 2015, the proportion of respondents reporting positive views of race relations in Houston increased for all groups.

As events since the summer of 2014 have demonstrated, the public's perceptions of race relations are closely tied to perceptions of police departments. Between 1992 and 2015, the number of respondents in the Annual Kinder Houston Area Survey reporting race relations as "good" or "excellent" increased for each of the three major groups. HPD believes its Community Policing and transparency efforts have contributed to this improvement.

**Percentage of Respondents Rating Race Relations Positively
1992 vs 2015**



Customer Satisfaction Measures: Police Sentiment

Houston is the 4th most positively viewed law enforcement agency in terms of twitter mentions.

According to a recent article entitled "Check Out America's Worst Police Departments," researchers examined over 766,000 tweets from **January 1 - May 4, 2015** about sentiment toward law enforcement and concluded that approximately **47%** of Americans have negative perceptions of their police departments. Furthermore, 37% of Americans gave their departments an "F" grade.

In stark contrast to the low scores of three other Texas cities included in the analysis, Houston received a **"B+"** score and **ranked 4th** in sentiment scores in the Twitter analysis. HPD believes its community policing efforts have been received favorably by Houston residents.



Transparency and Accountability

Transparency

Accountability

Transparency: Information Availability

Body Worn Camera Pilot Program

HPD officers began field testing body worn cameras before they became popular nationwide. In 2013, HPD implemented a pilot program, equipping 100 officers from five different divisions with body worn cameras. This initial deployment marked the beginning of the body camera pilot program, which will be followed by a department-wide distribution of 4,500 cameras slated for 2016.

Public Representation in Oversight

Public representatives sit on several department executive boards:

- Independent Police Oversight Board (IPOB)
- Critical Incident Review Committee (CIRC)

The Houston Police Department is committed to transparency to the public.

Chief McClelland's Monthly Media Availability Day

Each month, the Chief of Police hosts a media availability event to provide local media the opportunity to ask questions and to convey timely information about events of importance. The event is normally held on the third Thursday of each month at 2 p.m. in the Chief's Media Room.

Office of Public Affairs

HPD maintains a staff of four civilian Public Information Officers (PIOs) who are responsible for responding to media information requests, facilitating on-scene information dissemination, and for the development of daily press releases. PIOs are available 24-hours a day to respond to high-profile incidents of media interest. Additionally, HPD employs a team of 10 full-time personnel who respond to over 10,500 open records requests each year.

Web-based Information

The department maintains a website and regularly posts information regarding topics of interest to the public. Information regarding these topics are currently available.

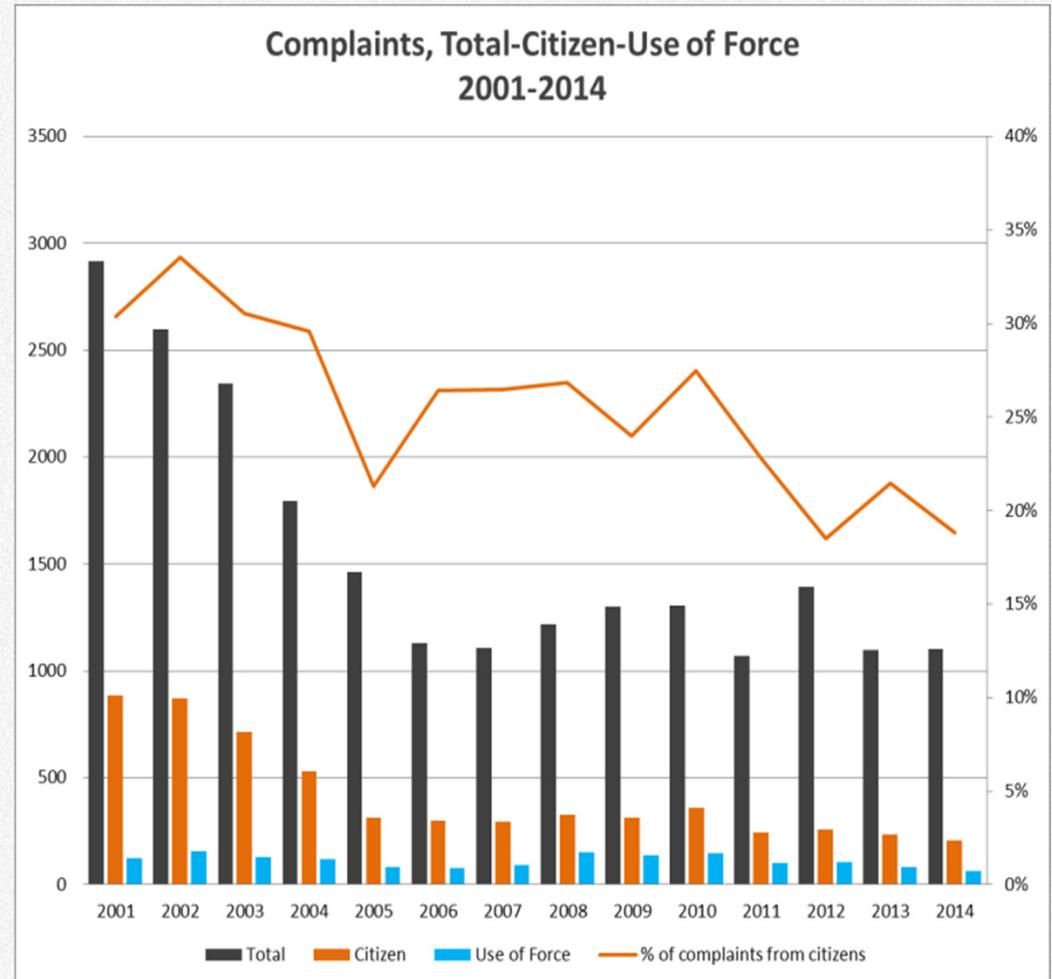
- HPD data: UCR crime statistics
- Departmental performance goals
- Webpage of officer involved shootings
- Racial profiling reports

Transparency: Citizen Complaints

Each year, HPD officers engage in millions of contacts with citizens. Last year, these resulted in only 207 citizen complaints.

HPD created an **Internal Affairs Division (IAD)** as one of the many reforms instituted to improve relationships with the community. The department began comparing complaints year-over-year in 2001.

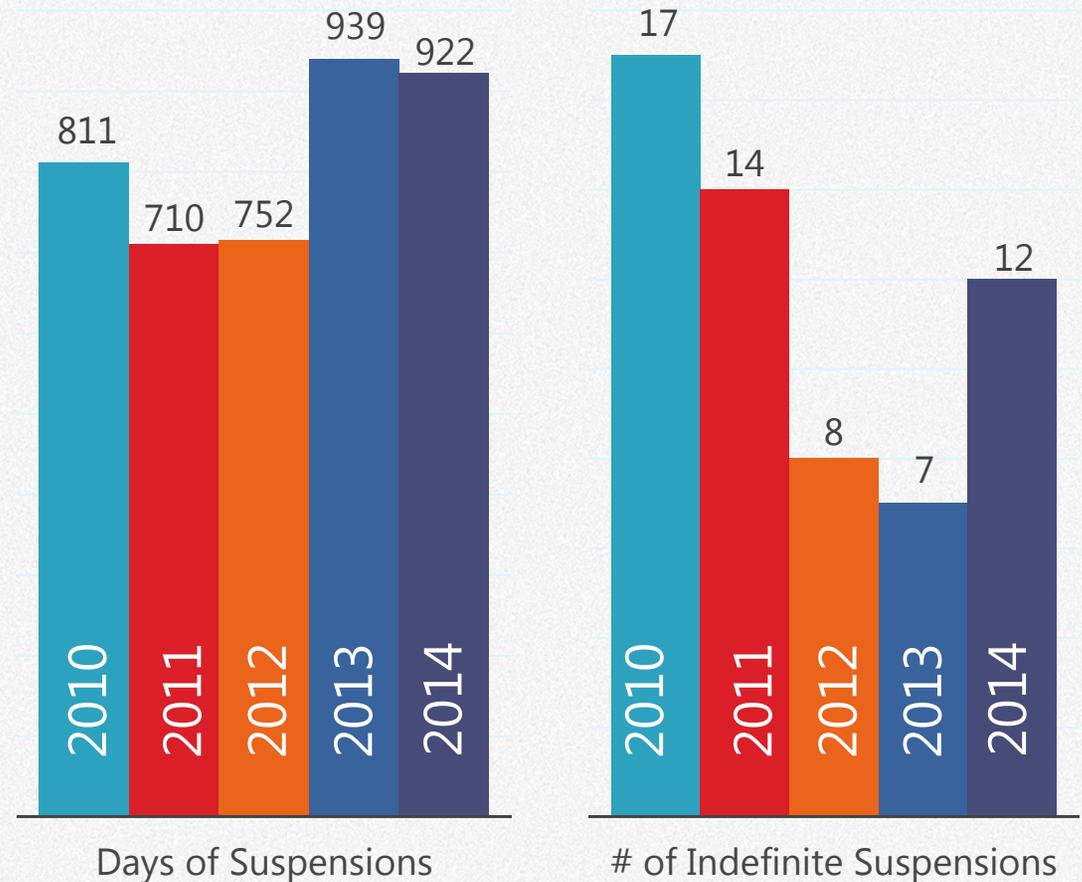
The total number of complaints received by the department in any given year will result from two sources: the public and other officers. Complaints may be minor or serious. Overall, complaints are trending down. Since 2001, public complaints have fallen steadily to record lows for both public complaints and use-of-force in 2014.



Accountability: Discipline

HPD holds its employees accountable for their actions.

It is a necessity of leadership that discipline be maintained in an organization. While HPD encourages the practice of self-discipline to maintain adherence to policies and procedures, HPD has processes in place to identify and correct failures. These processes include inspections, internal audits and investigations through the Internal Affairs process. The consequences include documentation, directed education and training, or suspensions up to and including indefinite suspension.



Accountability



The Houston Police Department is accountable to the public.

Alternative venues for filing complaints

Some community leaders believe complaints are suppressed because individuals are too intimidated to meet with IAD personnel and complete the complaint procedure. To ensure citizen access to the complaint process, HPD has partnered with local civil rights organizations to facilitate the filing of complaints. The partners are:

- National Association for the Advancement of Colored People (NAACP)
- League of United Latin American Citizens (LULAC)
- The Houston Area Urban League (HAUL)

Cleared Backlog of all DNA and Sexual Assault Kits

During 2014, the Houston Police Department was able to completely clear a decade long backlog of over **6,000** untested DNA evidence cases and sexual assault kits. Notably, HPD was the first major police department to accomplish this in the United States.

Spin-Off of Crime Lab

In order to eliminate potential conflicts of interest, the HPD Crime Lab was spun off, creating a local government corporation, the **Houston Forensic Science Center**, so that analysis of evidence would be conducted independent of police oversight.

Enhanced Use of Force Reporting

HPD created a reporting system to better capture data on the use of force by Houston police officers.



Chief of Police Charles McClelland talking with reporters

Support to Greater Metro Area

Public Training

Mutual Aid

Homeland Security

Support to Greater Metropolitan Area: Public Training

The Houston Police Department provides information and education to commercial and civic groups in order to first prevent crime or, when it occurs, increase the amount and quality of information that may be used to investigate the crime.

Teen and Police Service Academy (TAPS)

HPD operates an 11-week program primarily designed for **at-risk youth** where students partner with mentor officers to discuss issues including bullying, anger management, avoidance of gang life, drug usage and conflict management. The TAPS program model has been replicated in several other cities across the United States.

Citizens' Police Academy

The Citizens' Police Academy provides the opportunity for citizens to learn about the internal operations of the department. During the 11-week course, citizens attend lectures, tours, and demonstrations presented by law enforcement and criminal justice experts. Ultimately, citizens are given the opportunity to participate in **HPD's Ride-Along Program**.

Teen Driver Safety Program

With the assistance of a grant from **State Farm**, HPD developed a driver safety program for teens that addresses the hazards of driving while distracted (including texting) and driving under the influence of drugs and alcohol. The program was presented at local high schools, churches, and community events.

Industry Crime Prevention

HPD educates industry groups with specific vulnerabilities and countermeasures to prevent or deter crime. Operators of convenience stores and multi-family residence properties are two significant client groups. As a result of this work, the **IACP** recognized HPD's partnership with the **Greater Houston Loss Prevention Alliance** with the **Michael Shanahan Award**.

Surviving An Active Shooter

HPD is leading the nation helping organizations develop contingency plans for **active shooter** situations. Houston prepared a training video that is used nationwide and has a full-time trainer dedicated to providing survival training based on the **Run, Hide, Fight** philosophy. In 2014, HPD conducted over **400** sessions to the public.

Support to Greater Metropolitan Area: Mutual Aid

Hostage Negotiation Team (HNT)

HNT conducts direct negotiations with **barricaded suspects** and **hostage-takers** to preserve life and bring resolution to those situations.

K-9 Units

K-9 Units work alongside patrol officers and are trained in **explosive** and **narcotics detection**, as well as **tracking**. The dogs offer significant advantages such as speed, efficiency, accessing small spaces and the ability to locate suspects without detection.



The Houston Police Department's Special Units are often called upon to assist the greater metropolitan area. HPD plays a central role in the information gathering and coordination of critical events.

Aviation (FOX)

The Air Support Division conducts **airborne operations** assisting law enforcement, search and rescue efforts, homeland security flight checks, and assistance to HFD on major fire scenes.

Mounted Patrol

The Mounted Patrol Detail is an invaluable resource for **crowd control** situations, **crime deterrence**, and **outreach** to schools, civic clubs and other community-based programs.

Bomb Squad

The Bomb Squad is responsible for the safe handling and dismantling of **explosive** materials and devices.

Special Weapons and Tactics (SWAT)

The **SWAT** team conducts tactical operations in high-risk situations. SWAT maintains a consistent and elevated level of proficiency with all tactics, weapons systems, and other high tech equipment. SWAT is the primary responder for **barricaded suspects**, **CBRNE events** and **high-risk warrants**. They also provide training to tactical units throughout the state of Texas.

Dive Team

The Dive team conducts **water-related operations**, including crime scenes, security sweeps of the ship channel and incoming vessels, emergency evacuation, and search and rescue missions. The Dive Team was instrumental in the recovery of material from the **Space Shuttle Columbia** explosion.

Support to Greater Metropolitan Area: Homeland Security

The City of Houston plays a leading role in organizing regional preparation efforts.



Houston is one of ten Tier 1 cities in the United States and the only one with the presence of all threat factors.

Houston is one of the most important cities in America, and as a result, is an attractive target for foreign terrorism aimed at harming the United States. In the post-9/11 era, the Houston Police Department's mission has expanded to include various homeland security responsibilities.

Beginning in 2003, the **Department of Homeland Security (DHS)** implemented the **Urban Area Security Initiative (UASI) Program** to identify urban threats, address vulnerabilities and build resilience. The formula for scoring risk includes components for threat, vulnerability and consequence. The ten highest risk urban areas are designated as **Tier 1** cities. The factors contributing to Houston's designation as Tier 1 include:

- The Port of Houston
- The petrochemical industry
- The Houston skyline
- Residence of (former) President George H. W. Bush
- The world's largest medical center
- NASA's Johnson Space Center
- Ellington Field / Houston Spaceport
- Two major international airports (Hobby and Bush)

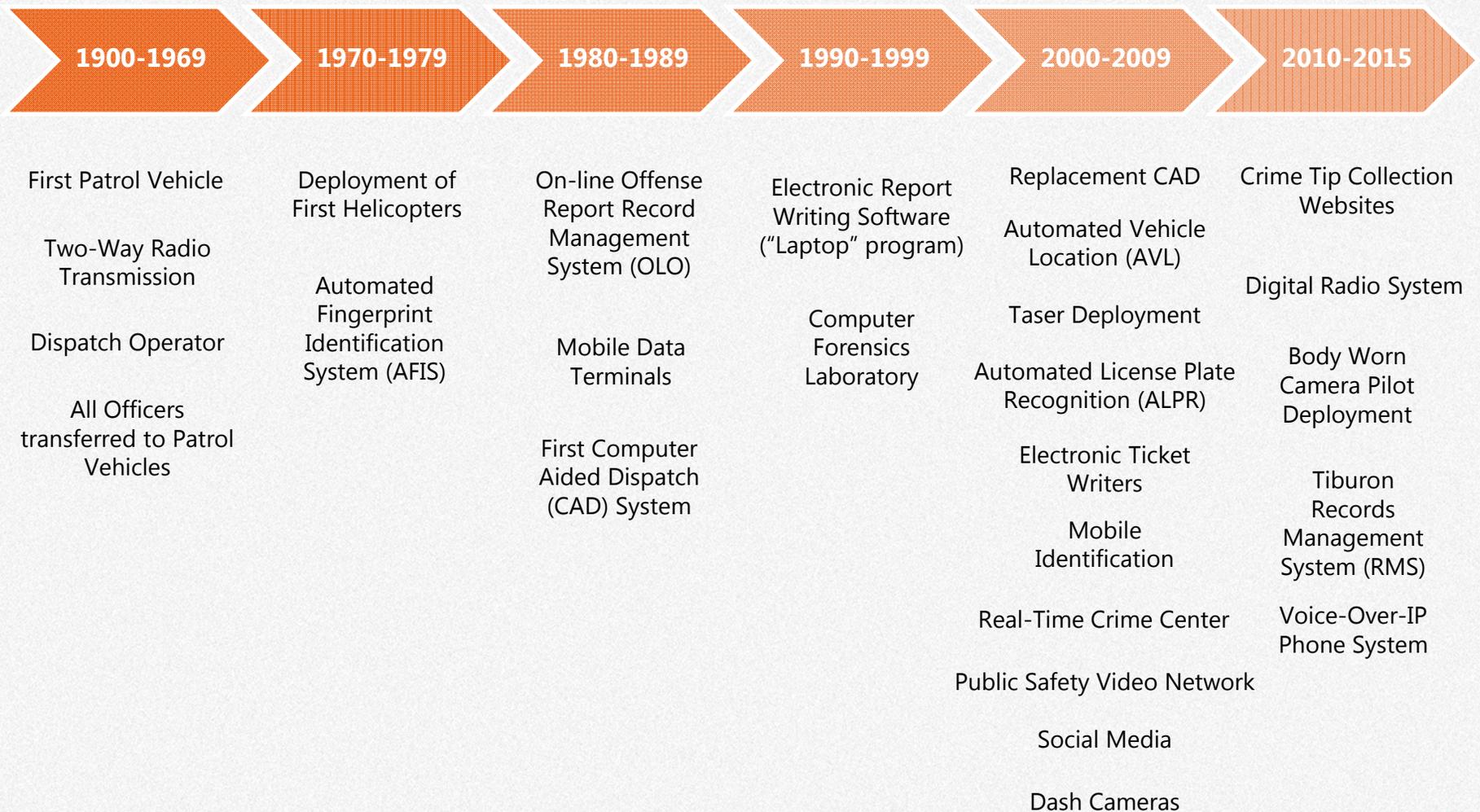
Technology

Technology Adoption

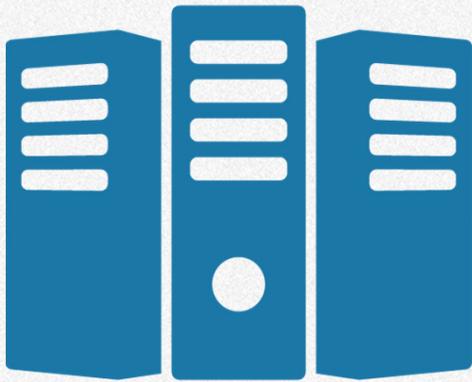
State of Equipment

Technology Adoption

The Houston Police Department has an established history of incorporating new technology into existing practices to increase efficiency, accountability, and transparency to the public.



State of Equipment



Software

Software requires updates to remain current, often with maintenance contract costs. Past experience has demonstrated that vendors lose the capacity to service previous generations of software when failures arise. HPD also needs to access enterprise and analytic software used commonly in corporate America, both for crime-fighting and for business efficiency.

Appropriate technologies have the potential to increase capacity and productivity; however, technologies have a limited lifecycle and are subject to obsolescence.

Maintaining technology can be a significant investment.

Radio System

In 2012, HPD completed deployment of a new digital radio system that complied with a federal directive from the Federal Communications Commission (FCC) changing the frequency bands reserved for public safety. This system replaced an analogue system that was no longer supported by the vendor.

Records Management System

In 1980, HPD installed its first electronic records system called the On-Line Offense Reporting System (OLO). Patched beyond its design, the old system was in sore need of replacement by the mid-2000s. After a 5 year conversion effort, HPD deployed a new records management system (RMS) in 2014.

Vehicles

Police duty is challenging for vehicles. Maintaining both an adequate number of vehicles and completing timely maintenance is essential to performance. HPD measures the viability of its fleet according to a standard of 5 years or 100k miles on emergency response vehicles and 7 years or 120k miles on non-emergency vehicles. Currently, 50% (797 vehicles) of HPD's marked fleet is currently beyond the standard.

Tools of the Trade

HPD needs to maintain modern tools of police work to enable officers to safely end threats to public safety, including pursuit stopping technologies and less-lethal force options.



Executive Assistant Chief George Buenik talking to youth members of the Youth Police Advisory Committee (YPAC)

Challenges

Staffing

Globalization of Crime

Operational Challenges

Staffing: Proposed

Since 1998, the population of the city of Houston has grown by approximately 400,000 people. Yet at the end of FY2015, HPD has approximately 900 fewer employees to serve the larger population.

In 2014, the **Police Executive Research Forum (PERF)** and **Justex Systems, Inc.** completed an independent work demands analysis of the Houston Police Department. It was determined that HPD needed additional personnel. In response, HPD proposed a **10-year plan** to add the equivalent of **1,220 officers** and **140 sergeants** to the department. The proposal is expected to meet the growth through a combination of civilianization, overtime, reassignments from the jail, and hiring. The proposal did not consider increased demands or population growth that might occur during the ten-years of implementation and necessitate more officers.

Needs met by additional staffing:

Increase visibility in neighborhoods

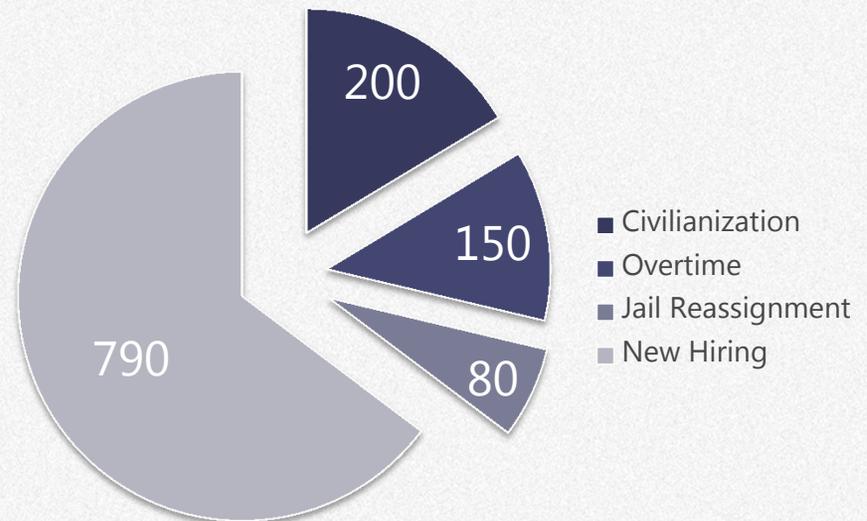
Bring rate of investigation of cases with solvability factors present closer to 100%

Increase support for core services and community policing programs

Ensure at least 2 officers respond to all calls requiring a multiple officer response

Improve response time for non-emergency/urgent calls

Sources of New Officers



Source: Proposed Operation Staffing Enhancements for the Houston Police Department

Globalization of Crime

The process of globalization has increased the capacity of criminal organizations to expand their influence across national borders. HPD coordinates with federal authorities to address international crime. Nevertheless, offenders are often beyond the reach of HPD investigators.



Narcotics

As a transportation hub and given its proximity to the southwest border of the United States, Houston is a major transshipment point for illegal narcotics being smuggled to drug markets in the central and eastern United States. Transnational drug-trafficking organizations (DTOs), centered primarily in Mexico, operate in the Houston area. These organizations have utilized extreme violence to undermine the government in Mexico, and HPD must be vigilant to limit their influence here.

Human Trafficking

In recent years, awareness of the origins and nature of human trafficking has grown. Human trafficking victims may have domestic or international origins. The same features that make Houston a major transportation hub for narcotics also makes it a major hub for human trafficking. Victims are often forced into labor, usually involving coerced sex work.

Financial Fraud

Much of the financial fraud committed using the internet or mail results from perpetrators residing overseas in countries without extradition arrangements with the United States.

Internet Crime

Criminal organizations specializing in sophisticated hacking regimes operate from bases in Eastern Europe and China. Additionally, many Houston-based companies are attractive targets for state-sponsored hackers and foreign intelligence agents.

Operational Challenges

There are three additional operational challenges affecting HPD. These directly respond to the department's ability to deliver its core services.

Linguistic Isolation

There are over 90 different languages spoken by inhabitants of the Houston area. Some of these speakers speak only a native language uncommon in the area. These people can become linguistically isolated.

While HPD has mechanisms to procure translation services to interact with these people, such resources may not be adequately available during a rapidly unfolding event. Officers responding to an in-progress or recently occurred crime have an urgent need to establish control over the scene and obtain critical information, which is impaired by the presence of linguistic isolation. Locating solutions that enable officers to speak with linguistically isolated citizens at police scenes remains an objective of HPD.

Mass Gatherings and Demonstrations

HPD is committed to ensuring people have the opportunity to exercise their constitutional rights to free speech and peaceable assembly in safety. Even in the midst of violent protests around the country in response to police shootings, there were peaceful demonstrations held in Houston that resulted in few arrests and minor incidents.

In recent years, Houston has experienced 1-2 demonstrations per day. Using a strategy of working with community leaders and monitoring the public communications of protest groups, HPD ensured groups were able to exercise their First Amendment rights without major destruction of property or closure of major thoroughfares.

Special Events

Houston has become a great location to host major events. For each one, HPD has a prominent security role.

Annual Events

- Chevron Houston Marathon
- Houston Livestock Show & Rodeo
- Freedom Over Texas
- Race for the Cure
- Thanksgiving Parade

Special Events

- NCAA Final Four (2011)
- NBA All-Star Game/Weekend (2013)
- NRA National Convention (2013)
- MCCA Winter Meeting (2014)

Forthcoming

- NCAA Final Four (2016)
- Superbowl LI (2017)

An Agenda for Change: The Five Committees

Customer Service

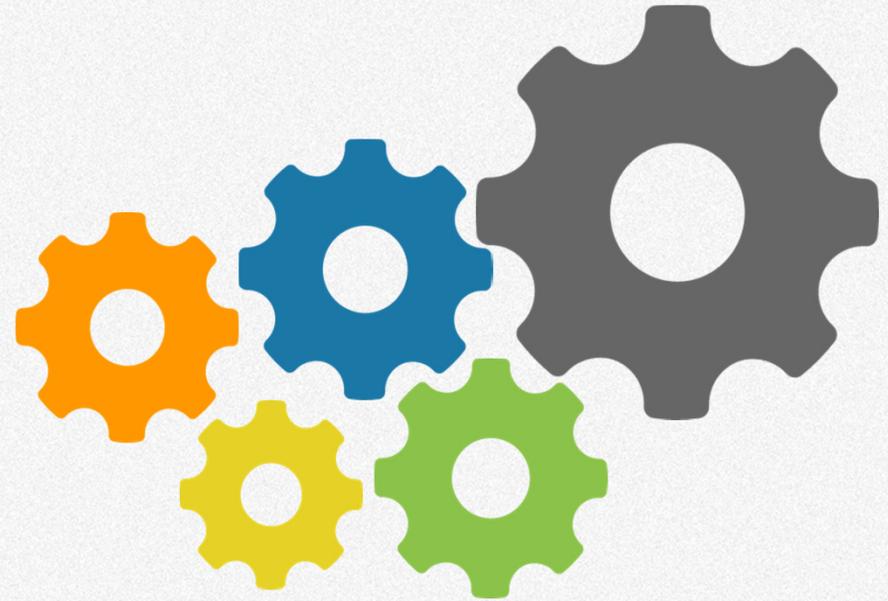
Training

Discipline

Leadership

Civilian Workforce

An Agenda for Change



The Houston Police Department intends to be the most professional police force in the United States.

Upon his appointment to Chief of Police, Charles McClelland challenged the Houston Police Department to pursue a change agenda to become more professional. To this end, Chief McClelland appointed five committees to address specific areas of culture requiring attention. Furthering transparency, committee appointments also included IPOB members. Under the leadership of members of the Senior Executive Staff, these committees initiated programs to improve the department within their respective subject areas.

In addition to the five committees, Chief McClelland commissioned the design of a “Challenge Coin” (depicted on page 3 and 55) and issued one to every employee. The coin emphasizes the department’s values of Honor, Integrity and Respect. Each employee keeps the coin with them during their work day.

The Five Committees

These initiatives have been implemented by the committees to make the department more professional.



Customer Service

- ✓ Created PowerPoint instructional tool sets for **four mission focus areas**
- ✓ Created slogans and posters for campaign
- ✓ Created roll call videos for each mission focus area
- ✓ Designated Customer Service Liaisons in each division
- ✓ Deployed suggestion boxes in **31** locations throughout the department



Training

- ✓ Extended training for newly promoted sergeants
- ✓ Incorporated outside professional trainers to lead Cultural Diversity / Community Policing training
- ✓ Conducted **cadet bus tours** of historical areas with community leader narration
- ✓ Provided de-escalation training
- ✓ Developed **Tactical Village** training facility



Discipline

- ✓ Researched best practices nationwide
- ✓ Offered **Education-Based Discipline** (EBD)
- ✓ Provided Education and Training Options (ETOs) for supervisors resolving disciplinary cases
- ✓ Implemented a revised disciplinary matrix
- ✓ Re-wrote Corrective Action Manual to incorporate EBD/ETOs



Leadership

- ✓ Developed poster campaign emphasizing **responsibility, accountability** and **leadership**
- ✓ Encouraged and supported attendance at **national leadership training**
- ✓ Developed program to **mentor** newly promoted supervisors
- ✓ Developed supervisor's field manual
- ✓ Revamped promotion process



Civilian Workforce

- ✓ Added civilian managers to disciplinary review committees
- ✓ Changed protocols to create more inclusive atmosphere for civilian personnel
- ✓ Provided greater access to job postings
- ✓ Provided more training opportunities for civilians
- ✓ Raised the quality of training

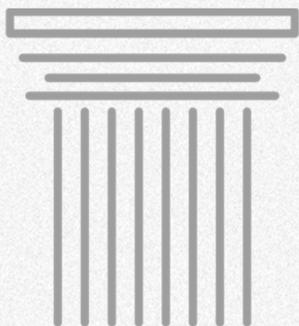


Cultural Diversity Cadet Bus Tour: police cadets filing into the Montrose Center for discussions with community groups

The Six Pillars

The Six Pillars

The Six Pillars



I. Building Trust and Legitimacy

II. Policy and Oversight

III. Technology & Social Media

IV. Community Policing & Crime Reduction

V. Training & Education

VI. Officer Wellness & Safety

The President's Task Force on 21st Century Policing

On December 18, 2014, President Barack Obama signed an executive order establishing the **Task Force on 21st Century Policing**. The President charged the task force with identifying best practices and offering recommendations on how policing practices can promote effective crime reduction while building public trust.

The task force met with more than 100 other individuals from diverse stakeholder groups, including law enforcement officers and executives, community members, civic leaders, advocates, researchers, and academics. Together, they produced *The President's Task Force on 21st Century Policing* Report and it was published in May 2015.

In the report, the Task Force presented six "**Pillars**" that package the Task Force's recommendations into broad categories. In total, the task force made 64 recommendations directed at all levels of government. Of those, **35** were directly applicable to local law enforcement agencies.

The Houston Police Department has, to some degree, incorporated **all 35 recommendations** into practice.

HPD recognizes the need for continual evaluation and improvement. We consider the Six Pillars as validation of the department's efforts, both recently and over the past several decades.

Number of Recommendations

State and Federal Agencies	29
Local Law Enforcement Agencies	35

The Six Pillars Cont'd



Building Trust and Legitimacy

The President's Task Force on 21st Century Policing law enforcement recommendations are listed below.

- ✓ Embrace a guardian mindset to build trust and legitimacy. Adopt procedural justice as the guiding principle for both internal and external policies and practices.
- ✓ Acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.
- ✓ Establish a culture of transparency and accountability.
- ✓ Promote legitimacy within the organization by applying the principles of procedural justice.
- ✓ Initiate positive nonenforcement activities to engage communities with high rates of investigative and enforcement involvement.
- ✓ Consider the potential damage to public trust when implementing crime fighting strategies.
- ✓ Track the level of trust in police by their communities.
- ✓ Create a workforce diverse in race, gender, language, life experience, and cultural background.
- ✓ Build relationships based on trust with immigrant communities.

The Six Pillars Cont'd



Policy and Oversight

The President's Task Force on 21st Century Policing law enforcement recommendations are listed below.

- ✓ Collaborate with community members to develop policies and strategies.
- ✓ Establish comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing.
- ✓ Implement non-punitive peer review of critical incidents separate from criminal and administrative investigations.
- ✓ Adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.
- ✓ Collect, maintain, and analyze demographic data on all detentions.
- ✓ Create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources.
- ✓ Establish civilian oversight of law enforcement to strengthen trust with the community.
- ✓ Refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses.
- ✓ Seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause.
- ✓ Adopt policies requiring officers to identify themselves by their full name, rank, and command.
- ✓ Establish search and seizure procedures related to LGBTQ and transgender populations.
- ✓ Adopt and enforce policies prohibiting profiling and discrimination.
- ✓ Report and make available public census data regarding the demographic composition of department personnel.

The Six Pillars Cont'd

The President's Task Force on 21st Century Policing law enforcement recommendations are listed below.



Technology & Social Media

- ✓ Consider local needs and national standards when implementing appropriate technologies.
- ✓ Adopt model policies and best practices for technology-based community engagement that increases community trust and access.
- ✓ Update public record laws.



Community Policing & Crime Reduction

- ✓ Develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.
- ✓ Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.
- ✓ Engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations.
- ✓ Work with community residents to identify problems and collaborate on implementing solutions.



Training & Education

- ✓ Engage community members in the training process.
- ✓ Ensure that officers receive training on topics such as leadership, crisis intervention, social interaction, tactics, addiction, cultural responsiveness, and policing in a democratic society.
- ✓ Encourage and incentivize higher education for law enforcement officers.



Officer Wellness & Safety

- ✓ Promote safety and wellness at every level of the organization.
- ✓ Provide every law enforcement officer with a tactical first aid kit and training as well as an anti-ballistic vest.
- ✓ Adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.



A working breakfast with the Police and Clergy Alliance (PACA)

Reference

List of Acronyms and Abbreviations

- ❑ **ALEA** Airborne Law Enforcement Association
- ❑ **ALPR** Automated License Plate Recognition
- ❑ **AMI** Allocation Model for Investigations
- ❑ **AMPP** Allocation Model for Police Patrol
- ❑ **AVL** Automated Vehicle Location
- ❑ **CBRNE** Chemical, Biological, Radiological, Nuclear and Explosive
- ❑ **CIRB** Critical Incident Review Board
- ❑ **DEA** United States Drug Enforcement Administration
- ❑ **DHS** United States Department of Homeland Security
- ❑ **DNA** Deoxyribonucleic Acid
- ❑ **DOJ** United States Department of Justice
- ❑ **EBD** Education-Based Discipline
- ❑ **ETO** Education and Training Opportunities
- ❑ **GREAT** Gang Resistance Education and Training
- ❑ **HOT** Homeless Outreach Team
- ❑ **HPD** Houston Police Department
- ❑ **IACP** International Association of Chiefs of Police
- ❑ **IAD** Internal Affairs Division
- ❑ **IPOB** Independent Police Oversight Board
- ❑ **ISO** International Standards Organization
- ❑ **JUSTEX** Justex Systems, Inc.
- ❑ **MCCA** Major Cities Chiefs Association
- ❑ **NIJ** National Institutes of Justice
- ❑ **PERF** Police Executive Research Forum
- ❑ **PIO** Public Information Officer
- ❑ **PIP** Positive Interaction Program
- ❑ **RMS** Records Management System
- ❑ **SRG** Special Response Group
- ❑ **SWAT** Special Weapons and Tactics Team
- ❑ **TAPS** Teen and Police Service Academy
- ❑ **UASI** DHS Urban Area Safety Initiative
- ❑ **YPAC** Youth Police Advisory Council



A young girl asks Officer Defender a question during a presentation to kids at a local elementary school

More Information

On the Web:

Web: www.houstonpolice.org

Social:

Facebook: <https://www.facebook.com/Houstonpolice>

Twitter: <https://twitter.com/houstonpolice>

YouTube: <https://www.youtube.com/houstonpolicedept>

Pinterest: <https://www.pinterest.com/houstonpolice/>

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