



Houston Police Department



Mayor and City Council Member Orientation Presentation

The Houston Police Department is proud to present this *Command Overview*, which is a comprehensive orientation guide that aims to introduce you to the department's various operations, commands, and divisions, to include sections and units within each.

In the pages that follow, you will find the department's mission statement and organizational chart, listings of telephone and facsimile numbers, and descriptive summaries that provide detailed information about the specific functions of the department's subdivisions.

It is our hope that the information presented here provides you with a greater understanding of the capabilities and resources of the department. The Houston Police Department stands ready to assist you in serving the citizens of Houston.



Houston Police Department

MISSION STATEMENT

The Houston Police Department was established by the citizens of the city of Houston and exists to provide services to the citizens and residents of the city of Houston. The department's mission statement describes both the fundamental reasons for existing and general activities in which the department shall engage.

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.

VALUES

Preserve and Advance Democratic Values

All employees shall uphold this country's democratic values as embodied in the U.S. Constitution, state law, and city ordinances, and shall dedicate themselves to the preservation of liberty and justice for all.

Improve the Quality of Community Life

All employees shall strive to improve the quality of community life through the provision of superior and equitable services.

Improve the Quality of Work Life

All employees shall strive to improve the working environment for the department's employees by engaging in open and honest communication and demonstrating a genuine concern for one another.

Demonstrate Professionalism

All employees shall engage in behavior that is beyond ethical reproach and reflects the integrity of police professionals.

GUIDING PRINCIPLES

The guiding principles of the Houston Police Department are as follows:

- a. Life and individual freedoms are sacred.
- b. All persons should be treated fairly and equitably.
- c. The role of the police is to resolve problems through the enforcement of laws and not through the imposition of judgment or punishment.
- d. The neighborhood is the basic segment of the community.
- e. Because law enforcement and public safety reflect communitywide concerns, the police must actively seek the involvement of citizens and residents in all aspects of policing.
- f. The fundamental responsibility of the department's employees is to provide quality services to the citizens and residents of the city of Houston.
- g. The department's employees are its most valuable asset.
- h. Employee involvement in department activities is essential for maintaining a productive work environment.
- i. Employees shall be treated fairly and equitably in recognition of basic human dignity and as a means of enriching their work lives.
- j. The department and each of its commands, offices, and divisions shall strive to reflect the ethnic and cultural make-up of the community it serves.



**Houston Police Department
Headquarters
1200 Travis**

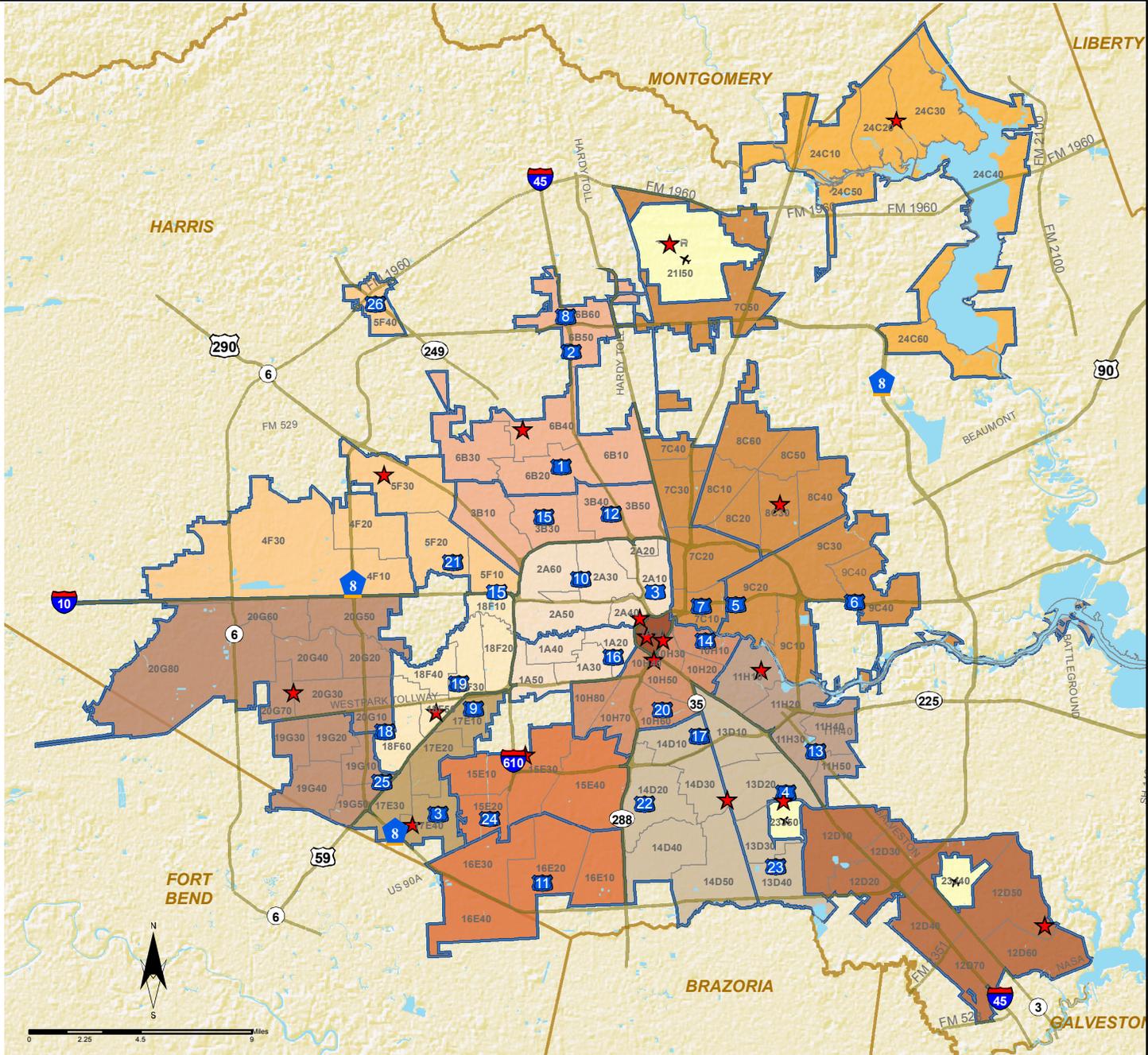
Divisions

- | | |
|---|--|
| <p>Airport Division - Districts 21 & 23
Bush IAH (21)
3100 Terminal Rd. North
(281) 230-6800</p> <p>Hobby/Ellington (23)
7800 Airport Blvd.
(713) 845-6800</p> <p>Central Division - Districts 1 & 2
61 Riesner St.
(713) 247-4400</p> <p>Clear Lake Division - District 12
2855 Bay Area Blvd.
(281) 218-3800</p> <p>Eastside Division - District 11
7525 Sherman
(713) 928-4600</p> <p>Kingwood Division - District 24
3915 Rustic Wood Dr.
(281) 913-4500</p> <p>Midwest Division - District 18
7277 Regency Square Blvd.
(832) 394-1200</p> <p>North Division - Districts 3 & 6
9455 W. Montgomery
(281) 405-5300</p> | <p>Northeast Division - Districts 7, 8 & 9
8301 Ley Rd
(713) 635-0200</p> <p>Northwest Division - Districts 4 & 5
6000 Teague Rd
(713) 744-0900</p> <p>South Central Division - District 10
2202 St. Emanuel
(832) 394-0200</p> <p>South Gessner Division - District 17
8605 West Place Dr.
(832) 394-4700</p> <p>Southeast Division - Districts 13 & 14
8300 Mykawa
(713) 731-5000</p> <p>Southwest Division - Districts 15 & 16
4503 Beechnut
(713) 314-3900</p> <p>Special Operations Division - District 1 (1A10)
1900 Rusk
(832) 394-0000</p> <p>Westside Division - Districts 19 & 20
3203 S. Dairy Ashford
(281) 584-4700</p> |
|---|--|

Legend

- ★ Stations
 Store Fronts
 Beats
 Districts

HPD MAP



- Store Fronts**
- | | | | |
|---|---|---|---|
| 1, Acres Homes - 6719 West Montgomery 77081 | 7, Fifth Ward - 4014 Market St 77020 | 14, Ripley House (Navigation) - 4410 Navigation 77011 | 21, Spring Branch - 8400 Long Point #A 77055 |
| 2, Aldine - 10966 North Freeway 77037 | 8, Greenspoint - 105 Greenspoint Mall 77060 | 15, Near North - 1335 West 43rd 77016 | 22, Sunnyside - 3511 Reed Road 77051 |
| 3, Braeburn - 7576 West Bellfort 77071 | 9, Gulfton - 5980 Renwick #A 77081 | 16, Nearatown (Montrose) - 802 Westheimer 77006 | 23, Telephone Road - 10201 Telephone Road 77075 |
| 4, Broadway Square - 8751 Broadway 77061 | 10, Heights - 1127 North Shepherd 77009 | 17, Palm Center - 5330 Griggs #A-101 77021 | 24, Westbury - 5600 South Willow #116 77035 |
| 5, Denver Harbor - 6402 Market 77020 | 11, Hiram Clarke - 4363 West Fuqua 77053 | 18, Ranchester - 9160 Bellaire Boulevard # F 77036 | 25, Westwood - 9700 Bissonnet #1740-W 77036 |
| 6, East Freeway - 12001 East Freeway 77015 | 12, Independence Heights - 803 Crosstimbers 77022 | 19, Richmond - 6308 Richmond Avenue 77057 | 26, Willowbrook - 17375 Tomball Parkway #2B-1 77269 |
| | 13, Leija - 4701 Galveston Road 77017 | 20, Southmore - 3711 Southmore 77004 | |

POLICE HEADQUARTERS AND STATIONS

HEADQUARTERS	ADDRESS	TELEPHONE NUMBER	POLICE DISTRICTS	COUNCIL DISTRICT
Police Headquarters	1200 Travis	(713) 308-1200	Citywide	I

STATIONS	ADDRESS	TELEPHONE NUMBER	POLICE DISTRICTS	COUNCIL DISTRICT
Central Police Complex	61 Riesner Street	(713) 247-4400	1 & 2	I
Special Operations Division	1900 Rusk	(832) 394-0000	1A10	I
Airport Division at Bush Intercontinental	3100 Terminal Road North	(281) 230-6800	21	B
Airport Division at Hobby	7800 Airport Boulevard	(713) 845-6800	23	I
Clear Lake Police Station	2855 Bay Area Boulevard	(281) 218-3800	12	E
Eastside Police Station	7525 Sherman	(713) 928-4600	11	I
Kingwood Police Station	3915 Rustic Woods Drive	(281) 913-4500	24	E
Midwest Police Station	7277 Regency Square Boulevard	(832) 394-1200	18	J
North Police Station	9455 West Montgomery Road	(281) 405-5300	3 & 6	B
Northeast Police Station	8301 Ley Road	(713) 635-0200	7, 8 & 9	B
Northwest Police Station	6000 Teague Road	(713) 744-0900	4 & 5	A
Ronald E. McNair South Central Police Station	2202 St. Emanuel	(832) 394-0200	10	I
South Gessner Police Station	8605 Westplace Drive	(832) 394-4700	17	K
Edward J. Stringfellow Southeast Police Station	8300 Mykawa	(713) 731-5000	13 & 14	D
Southwest Police Station	4503 Beechnut	(713) 314-3900	15 & 16	C
Westside Police Station	3203 South Dairy Ashford	(281) 584-4700	19 & 20	F

Updated 12/10/13

STOREFRONTS

	STOREFRONTS	ADDRESS	TELEPHONE NUMBER	BEAT	HOURS OF OPERATION (MONDAY-FRIDAY)	DAYS OF WEEK OPEN	COUNCIL DISTRICT
1.	Acres Homes	6719 West Montgomery	(713) 699-9591	6B40	0900-1700	5	B
2.	Aldine	10966 North Freeway	(281) 272-4784	6B50	0900-1700	5	B
3.	Braeburn	7576 West Bellfort	(713) 773-7550	17E40	0800-1600	5	K
4.	Broadway Square	8751 Broadway	(713) 847-4155	13D20	0800-1800	5	I
5.	Denver Harbor	6402 Market Street	(713) 670-2117	9C20	0800-1400	5	H
6.	East Freeway	12001 East Freeway #A	(713) 637-2120	9C40	0900-1700	5	I
7.	Fifth Ward	4014 Market Street	(713) 775-1972	7C10	1000-1800	5	B
8.	Greenspoint	105 Greenspoint Mall	(281) 875-6155	6B50	0900-1700	5	B
9.	Gulfton	5980 Renwick #A	(713) 314-3171	17E10	0800-1600	5	J
10.	Heights	1127 North Shepherd	(713) 803-1151	2A30	0800-1600	5	C
11.	Hiram Clarke	4363 West Fuqua	(713) 433-2720	16E20	0800-1600	5	K
12.	Independence Heights	803 Crosstimbers	(713) 742-1491	3B40	0900-1700	5	H
13.	Leija	4701 Galveston Road	(713) 847-1210	11H40	0800-1600	5	I
14.	Navigation (Ripley House)	4410 Navigation	(713) 315-6440	10H10	0800-1500	5	H
15.	Neartown	802 Westheimer	(713) 284-8604	1A30	0800-1600	5	C
16.	Near North	1335 West 43rd.	(713) 956-3140	3B30	0900-1700	5	C
17.	Palm Center	5330 Griggs #A-101	(713) 845-2488	14D10	0800-1800	5	D
18.	Ranchester	9160 Bellaire Boulevard # F	(713) 773-7070	18G60	0800-1530	5	F
19.	Richmond	6308 Richmond Avenue	(713) 735-2062	18G30	0800-1600	5	J
20.	Southmore	3711 Southmore Boulevard	(713) 526-1255	10H60	0700-1500	5	D
21.	Spring Branch	8400 Long Point #A	(832) 394-0100	5F20	0800-1600	5	A
22.	Sunnyside	3511 Reed Road	(713) 732-5133	14D20	0800-1700	5	D
23.	Telephone Road	10201 Telephone Road	(713) 991-3504	13D40	0800-1730	5	D
24.	Westbury	5600 South Willow #116	(713) 726-7126	15E20	0900-1600	5	K
25.	Westwood	9700 Bissonnet #1740-W	(713) 773-7000	19G10	0800-1600	5	J
26.	Willowbrook	17375 Tomball Parkway	(281) 955-3362	5F40	0900-1700	5	A

Updated 12/10/13 Field Operations coordinated responses.

THE HOUSTON POLICE DEPARTMENT FACT SHEET

- **Area of the City of Houston:** 671 square miles
- **Area with Police Service:** 606.673 square miles
- **Population:** Estimated at 2,119,011
- **Total Employees:** 6,735 as of 11/01/13
 Includes: 5,337 Classified [(Class A = 5,335 and Class C = 2)]
 1,398 Civilians
- **2.52 Police Officers per 1,000 population as of 10/31/13**
- **Size of Fleet:** 3,068 as of 12/06/13 [Marked Units 1,406 and Unmarked Units 1,662]
 Average cost per marked unit (includes computer, radio, decals, and paint): \$46,360
 Average cost per unmarked unit: \$21,714
- **Police General Fund Budget: (As Adopted)**

FY11	FY12	FY13	FY14
\$666,610,890	\$640,741,389	\$697,567,123	\$772,582,051

INQUIRIES:

- All requests for information from Council Members should be directed to the Chief of Police at (713) 308-1626 or the Chief of Staff at (713) 308-1638.
- When addressing correspondence to the Houston Police Department, please address your requests to the Chief of Police, who will direct the inquiry to the proper command for handling.
- After business hours, on weekends, or on holidays, the Chief of Staff can be contacted through the HPD Command Center at (713) 308-1500.

FREQUENTLY ASKED QUESTIONS

1. What is the population of Houston?

*The estimated population was *2,119,011 as of 01/01/2013.
[*COH Planning and Development Department]*

2. What is the staffing of classified personnel within the Police Department?

*The total classified staffing was 5,337 as of 10/31/13.
[Totals (Class A = 5335 and Class C = 2)].*

3. Where can I find information on Uniform Crime Reports?

Crime information, particularly Uniform Crime Reports (UCR) are produced monthly and reported accordingly through the Texas Department of Public Safety, to the Federal Bureau of Investigation. The Website of the Houston Police Department (<http://www.houstontx.gov/police/>) is an excellent source for crime report information.

4. Where can I find information on the closest police station to my work or residence?

The Houston Police Department Website (<http://www.houstontx.gov/police/contact/>) contains a list of addresses and phone numbers to police stations and storefronts.

5. On average, how many calls does HPD respond to each year?

The Emergency Communications Division dispatched 1,145,469 calls (45,078 of those handled by Patrol Desk Unit (PDU) and 38,807 by its Teleserve Unit) as of 10/31/13.

6. What is the average response time for emergency calls?

The average response time for emergency calls (Code 1) was 5.0 minutes as of 10/31/13.

7. Where can I find information on the command structure of the Police Department?

An updated organizational chart is maintained on the Department's Website (<http://www.houstontx.gov/police/>).

8. Who are the managers and assistant chiefs?

The managers and assistant chiefs are listed on the Department's organizational chart. As stated in Question #7, an updated chart is maintained on the Department's Website.

9. How do I commend a police officer for a job well done?

Commendations may be submitted verbally or in writing to the supervisor of the commended employee, the Chief of Police, or anyone in the employee's chain of command.

10. Where can I make a formal complaint against a police officer?

Complaints may be made to any supervisor in the Police Department; however, a complaint filed directly at the Central Intake Office can be processed and assigned for investigation faster than those filed at other locations. The address of the Central Intake Office is 1200 Travis, Suite #2001, Houston, Texas, zip code 77002 and the telephone number is (713) 308-0040. Additionally, a formal complaint may be filed with the National Association for the Advancement of Colored People (NAACP) Office, League of United Latin American Citizens (LULAC) Office, and the City's Office of Inspector General (OIG). Furthermore, the Mayor's Office is creating an ombudsman to provide confidential assistance to citizens alleging police misconduct and retaining the services of an independent organization to conduct an investigation into the culture at the Houston Police Department. The City's Office of Inspector General and members of that office, all of whom are not employed by HPD, will serve as confidential ombudsmen to assist citizens in filing of complaints of misconduct against police officers.

11. Where do I report information on a crime I witnessed?

Citizens may report crimes by calling (713) 884-3131. Citizens must dial 9-1-1 if the call is an emergency.

12. How do I find information on registered sex offenders in my district?

Citizens may find sex offender registration information on the Department's Website (<http://www.houstontx.gov/police/contact/>). Users must click on "Helpful Links" then on "Sex Offender Database."

13. Where do I report domestic violence?

Citizens may report domestic violence by utilizing the non-emergency number (713) 884-3131. Citizens must dial 9-1-1 in case of emergency.

14. Where do I acquire information on auto thefts?

Citizens may contact an investigator of the Auto Theft Division at (713) 308-3500.

15. Which division investigates thefts of semi-precious metals?

The Burglary and Theft Division. For more information, please call (713) 308-0900.

16. Where can I get gang information?

For more information on gang related activities, citizens may call (713) 308-0200 or visit the Department's website at www.houstontx.gov/police and www.stophoustongangs.org.

17. Does the Houston Police Department have school resource officers?

No. The Houston Police Department works in conjunction with the Houston Independent School District (HISD). The HISD officers assist the Juvenile Division with processing juveniles arrested within the local schools. In addition, there are officers from the Gang Division assigned to the Gang Resistance Education And Training (G.R.E.A.T.) Program to teach sixth grade students in eight different middle schools within HISD. In addition to the eight HISD middle schools, HPD also teaches the G.R.E.A.T. Program in two Spring Branch ISD middle schools. These schools were selected due to their locations in high-risk gang areas. The G.R.E.A.T. Program helps youths avoid gang membership, prevent violence and criminal activity, and develop a positive relationship with law enforcement. The G.R.E.A.T. Program produces attitude and behavioral changes through a unique combination of skills training, cooperative learning, discussion, and role playing. Students are provided with many opportunities to model and practice relevant life skills. During calendar year 2013, there were 3,500 middle school students participating in the G.R.E.A.T. Program within HISD and approximately 500 middle school students within Spring Branch ISD.

18. Is there an accident investigation unit?

Yes. All inquiries pertaining to vehicle accidents and hit-and-run investigations should be directed to the Vehicular Crimes Division at (713) 247-4072.

19. Who is responsible for truck enforcement?

The Traffic Enforcement Division. The truck enforcement investigators may be contacted at (713) 247-5900.

20. What can you tell me about the Crime Center?

The Crime Center operates 24 hours a day, seven days a week and serves as the city's hub for information sharing and gathering in times of disaster/emergency response. Additionally, the Crime Center is a real-time analytical resource for officers in the field.

21. Is there a Citizen's Police Academy?

Yes. For more information, please contact the Training Division at (281) 230-2300.

PERFORMANCE INDICATORS

The measurable characteristics of events that occur within Houston's communities are sometimes used as a gauge to determine how well the personnel of the Houston Police Department are performing. The following are some examples of these measures:

- Calls-for-service
- Number of arrests
- Response times
- Recovery of stolen property
- Clearance rates
- Patrol officer field activity
- Crime prevention efforts
- Reduced crime rates
- Citizen satisfaction
- Work-demand analysis
- Officer commendations
- Crime trend reports
- Reduced number of Internal Affairs Division complaints
- Meeting accreditation standards in applicable units
- Budget and overtime expenditure
- Traffic accidents and fatalities
- Special police programs and initiatives
- Quality of life improved in neighborhoods
- Enhanced reporting of environmental hazards and nuisance abatement coordination
- Increased citizen involvement with the police in solving neighborhood concerns
- Improved rapport between police officers and community members

**CLASSIFIED
GENDER AND ETHNICITY**

JOB TITLE	FEMALE					TOTAL	MALE					TOTAL	GRAND TOTAL	
	Asian or Pacific Islander	Black Not of Hispanic Origin	Hispanic	Native American Alaskan Native	White Not of Hispanic Origin		Asian or Pacific Islander	Black Not of Hispanic Origin	Hispanic	Native American Alaskan Native	White Not of Hispanic Origin			
ADMINISTRATOR, COMMUNICATIONS DIVISION													1	1
ASSISTANT POLICE CHIEF		1			1	2		2					5	8
EXECUTIVE ASSISTANT POLICE CHIEF			1			1					1		2	3
POLICE CAPTAIN					3	3		2			1		37	40
POLICE CHIEF						0				1				1
POLICE COMMUNICATIONS SPECIALIST II						0							1	1
POLICE LIEUTENANT	2	4	3		22	31		28			22		118	178
POLICE OFFICER	11	124	124	1	108	368		517	2		348		671	1727
POLICE OFFICER, PROBATIONARY		3	4		5	12		20			10		21	56
POLICE SERGEANT	8	36	12		56	112		187	2		110		518	848
SENIOR POLICE OFFICER	5	130	54		88	277		380	4		364		868	1668
GRAND TOTAL	26	298	198	1	283	806		1136	8		857		2242	4531

**CIVILIAN POSITION
GENDER AND ETHNICITY**

JOB TITLE	FEMALE					TOTAL	MALE				TOTAL	GRAND TOTAL
	Asian or Pacific Islander	Black not of Hispanic Origin	Hispanic	Native American Alaskan Native	White not of Hispanic Origin		Asian or Pacific Islander	Black not of Hispanic Origin	Hispanic	White not of Hispanic Origin		
ACCOUNT CLERK	2	4	2			8						8
ACCOUNTANT ASSOCIATE	1	2	1			4						4
ADMINISTRATION MANAGER	1	4	3		2	10			1	1	2	12
ADMINISTRATION MANAGER (EXECUTIVE LEVEL)									1		1	1
ADMINISTRATIVE AIDE		8	5		1	14						14
ADMINISTRATIVE ASSISTANT	2	10	7		6	25		2			2	27
ADMINISTRATIVE ASSOCIATE	5	26	6	1	5	43	1	2	1		4	47
ADMINISTRATIVE COORDINATOR	1	2				3					2	5
ADMINISTRATIVE SPECIALIST	1	4	4		2	11			1	2	3	14
ADMINISTRATIVE SUPERVISOR	1	2			1	4						4
ASSISTANT BUYER					1	1						1
ASSISTANT DIRECTOR (EXECUTIVE LEVEL)											1	1
Assistant Operations Manager		1				1				1		2
ASSISTANT POLICE ADMINISTRATOR (EXECUTIV		4				4					1	5
BUYER	2					2						2
CAR ATTENDANT		2	1			3	3	1	2		6	9
CAR ATTENDANT SUPERVISOR					1	1		1	1		2	3
CLERK		1				1						1
CLERK TYPIST		6	4		2	12				1	1	13
COMMUNICATIONS SPECIALIST					1	1						1
COMMUNICATIONS SPECIALIST SUPERVISOR			1			1						1
COMMUNICATIONS TECHNICIAN SUPERVISOR										1	1	1
COMMUNITY LIAISON			2		2	4						4
COMMUNITY SERVICE INSPECTOR									1	1	2	2
CONTRACT ADMINISTRATOR	1					1						1
COUNSELOR	1	4	3	1	1	10			1		1	11
CRIMINAL INTELLIGENCE ANALYST	4	3	4		3	14		1	1	8	10	24
CRIMINALIST	5	10	12		18	45	2	1	1	9	13	58

**CIVILIAN POSITION
GENDER AND ETHNICITY**

JOB TITLE	FEMALE					TOTAL	MALE				TOTAL	GRAND TOTAL
	Asian or Pacific Islander	Black not of Hispanic Origin	Hispanic	Native American Alaskan Native	White not of Hispanic Origin		Asian or Pacific Islander	Black not of Hispanic Origin	Hispanic	White not of Hispanic Origin		
CRIMINALIST LABORATORY MANAGER					1	1					3	4
CRIMINALIST SPECIALIST		2	3		4	9						9
CUSTODIAN			1			1						1
CUSTOMER SERVICE CASHIER			1			1						1
CUSTOMER SERVICE CLERK		30	9		6	45	1	1	2		4	49
DATA ENTRY OPERATOR		38	12		6	56	1	3	1		5	61
DEPUTY DIRECTOR (EXE LEV)		1				1						1
DEPUTY DIRECTOR (EXECUTIVE LEVEL)							1				1	2
DEPUTY DIRECTOR-FINANCE & ADMINISTRATION											1	1
DEPUTY DIRECTOR-FINANCE/ADMINISTRATION											1	1
DIVISION MANAGER		1			1	2		1	1		2	4
DIVISION MANAGER (EXECUTIVE LEVEL)											1	1
EMPLOYEE SERVICES DIVISION ASSISTANT	1	1	1			3		2			2	5
EMPLOYEE SERVICES DIVISION SPECIALIST		1			1	2						2
EMPLOYEE SERVICES DIVISION SUPERVISOR		1				1						1
EMPLOYEE SERVICES DIVISION TECHNICIAN			1			1						1
EVIDENCE TECHNICIAN	1	8	10		2	21	1	3	3		10	31
EVIDENCE TECHNICIAN SUPERVISOR		2				2		2			4	6
EXECUTIVE OFFICE ASSISTANT	1	7	7		2	17						17
FINANCIAL ANALYST III	1	3				4	1		1		2	6
FINANCIAL ANALYST IV							1	1			2	2
FINGERPRINT TECHNICIAN		1	2			3						3
FINGERPRINT TECHNICIAN SUPERVISOR		1				1						1
FIXED ASSET CLERK								1			1	1
FIXED ASSET SPECIALIST		1				1		1			1	2
FORENSIC PHOTOGRAPHER					1	1					2	3
FORENSIC PHOTOGRAPHER SUPERVISOR											1	1
IMAGING TECHNICIAN		1	1			2						2

**CIVILIAN POSITION
GENDER AND ETHNICITY**

JOB TITLE	FEMALE					TOTAL	MALE				TOTAL	GRAND TOTAL	
	Asian or Pacific Islander	Black not of Hispanic Origin	Hispanic	Native American Alaskan Native	White not of Hispanic Origin		Asian or Pacific Islander	Black not of Hispanic Origin	Hispanic	White not of Hispanic Origin			
INFORMATION SYSTEMS ADMINISTRATOR											1	2	2
INVENTORY MANAGEMENT CLERK	1	2				3					2	3	6
IRM MANAGER					1	1	1				1	2	3
IT PROJECT MANAGER							1			1	2	4	4
JAIL ATTENDANT	1	131	24		4	160	3	47	16	10	76	236	236
LAN SPECIALIST		1				1						1	1
LAUNDRY WORKER		1	1			2						2	2
MANAGEMENT ANALYST I											1	1	1
MANAGEMENT ANALYST IV	1				1	2					1	2	2
MICROCOMPUTER ANALYST		1			2	3		1		1	2	5	5
MOBILITY SERVICE OFFICER		6	3			9		13	8		21	30	30
OFFICE ASSISTANT		1				1						1	1
OFFICE SERVICE MANAGER		4				4		1			1	5	5
OFFICE SUPERVISOR	1	10	3		3	17	2	3			5	22	22
OFFSET PRESS OPERATOR									2		2	2	2
OPERATIONS MANAGER								2			2	2	2
OPERATIONS SUPERVISOR		1				1						1	1
PAYROLL CLERK	1	2	1			4						4	4
PLANNER LEADER		1				1						1	1
POLICE ADMINISTRATOR (EXECUTIVE LEVEL)	1	2			1	4	1	1		1	3	7	7
POLICE SERVICE OFFICER		8	11		4	23	1	1	3	2	6	29	29
POLICE TELECOMMUNICATOR					1	1						1	1
POLICE TELECOMMUNICATOR SUPERVISOR		2	4		2	8					1	9	9
POLICE TRAINEE		5	7		9	21	11	13	35	48	107	128	128
PROCUREMENT SPECIALIST		1			1	2						2	2
PROGRAMMER ANALYST I		1				1	1				1	2	2
PROGRAMMER ANALYST II		1				1	1			2	3	4	4
PROGRAMMER ANALYST III							1				1	1	1

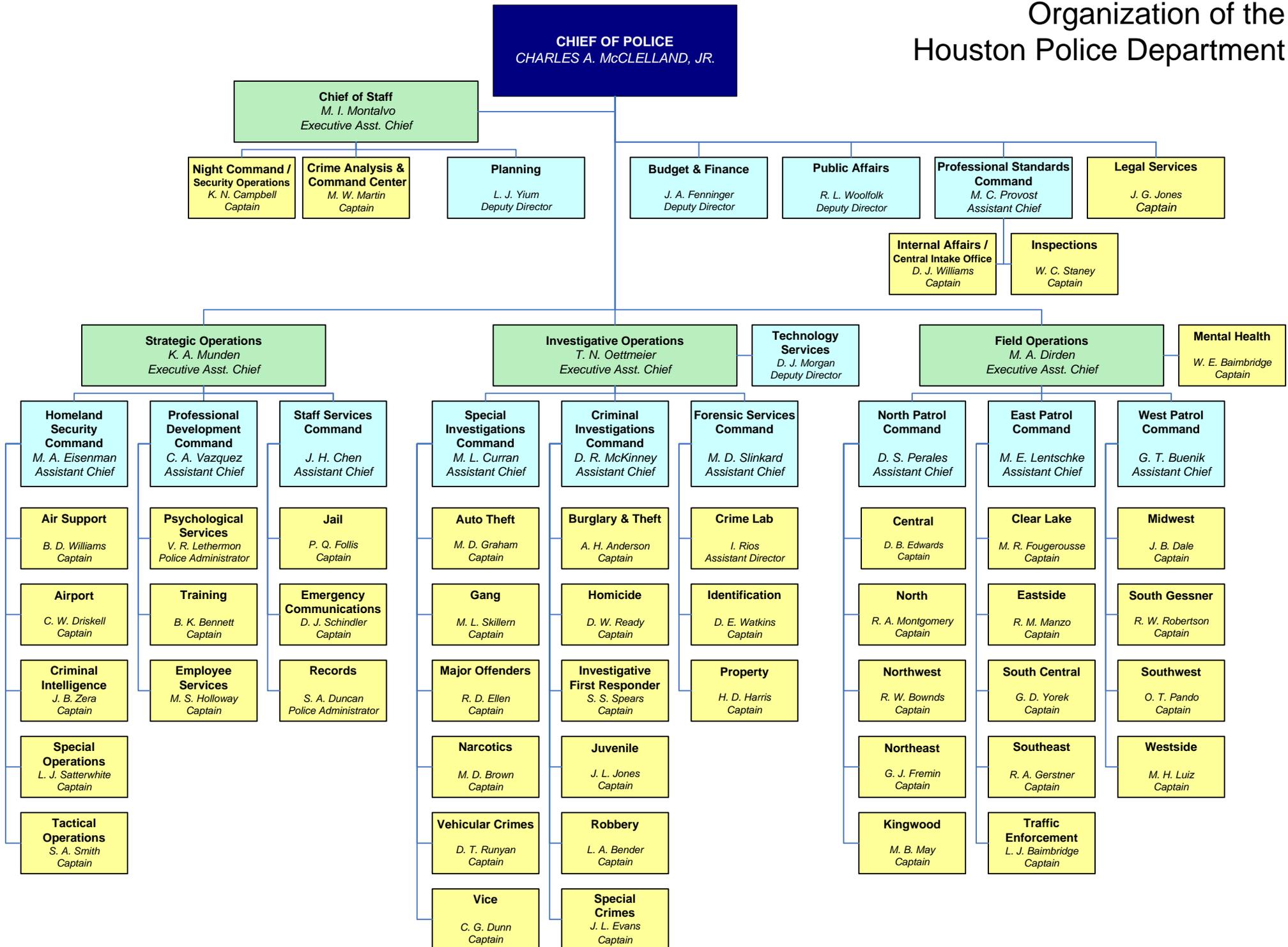
**CIVILIAN POSITION
GENDER AND ETHNICITY**

JOB TITLE	FEMALE					TOTAL	MALE				TOTAL	GRAND TOTAL
	Asian or Pacific Islander	Black not of Hispanic Origin	Hispanic	Native American Alaskan Native	White not of Hispanic Origin		Asian or Pacific Islander	Black not of Hispanic Origin	Hispanic	White not of Hispanic Origin		
PROGRAMMER ANALYST IV		1			1	2	1			3	4	6
PUBLIC INFORMATION OFFICER					1	1			1	2	3	4
RADIO INSTALLER								2		2	2	2
RECEPTIONIST		1				1						1
RECORDS TECHNICIAN		1	1			2						2
SEMI-SKILLED LABORER										1	1	1
SENIOR ACCOUNT CLERK		1				1						1
SENIOR ACCOUNTANT								1			1	1
SENIOR AIRCRAFT MECHANIC									1	5	7	7
SENIOR BUYER	1		1		1	3						3
SENIOR CLERK		3	2			5						5
SENIOR COMMUNICATIONS SPECIALIST			1			1		1		1	2	3
SENIOR COMMUNICATIONS TECHNICIAN							1	1	5	3	10	10
SENIOR COMMUNITY LIAISON		2	2			4	1			1	2	6
SENIOR COMPUTER OPERATOR		2				2	1		3	1	5	7
SENIOR CONTRACT ADMINISTRATOR					1	1				1	1	2
SENIOR CUSTOMER SERVICE CLERK		13			1	14	2	1	1	4	18	18
SENIOR DATA ENTRY OPERATOR		6	5			11						11
SENIOR EVIDENCE TECHNICIAN		2				2	1		4	3	8	10
SENIOR FIXED ASSET SPECIALIST								2			2	2
SENIOR GIS TECHNICIAN										1	1	1
SENIOR HUMAN RESOURCES SPECIALIST	1	7	1			9				3	3	12
SENIOR IMAGING TECHNICIAN		1				1						1
SENIOR INSPECTOR								2	1		3	3
SENIOR INVENTORY MANAGEMENT CLERK		2	1			3						3
SENIOR JAIL ATTENDANT		3	1		1	5		3			3	8
SENIOR MICROCOMPUTER ANALYST		1		1		2	3			2	8	10
SENIOR OFFICE ASSISTANT	1	22	21		14	58						58

**CIVILIAN POSITION
GENDER AND ETHNICITY**

JOB TITLE	FEMALE						TOTAL	MALE				TOTAL	GRAND TOTAL
	Asian or Pacific Islander	Black not of Hispanic Origin	Hispanic	Native American Alaskan Native	White not of Hispanic Origin			Asian or Pacific Islander	Black not of Hispanic Origin	Hispanic	White not of Hispanic Origin		
SENIOR OFFSET PRESS OPERATOR												1	1
SENIOR POLICE SERVICE OFFICER	1	14	5		6	26	1	4	2	4	11	37	
SENIOR POLICE TELECOMMUNICATOR		27	16		19	62		4	3	3	10	72	
SENIOR POLICE TRAINEE			1		1	2		2	2	1	5	7	
SENIOR STAFF ANALYST					1	1						1	
SENIOR STAFF ANALYST (EXECUTIVE LEVEL)								1			1	1	
SENIOR TRAINER		1				1				2	2	3	
SENIOR WORD PROCESSOR		2	1		1	4						4	
STABLE ATTENDANT					3	3						3	
STAFF ANALYST		1			3	4			1	1	2	6	
STAFF PSYCHOLOGIST					3	3		1		1	2	5	
SYSTEM SUPPORT ANALYST IV							1				1	1	
SYSTEMS ACCOUNTANT II											1	1	
SYSTEMS ACCOUNTANT IV											1	1	
SYSTEMS CONSULTANT	1	1				2	2	1	2	2	5	7	
SYSTEMS SUPPORT ANALYST I								1			1	1	
SYSTEMS SUPPORT ANALYST IV	3					3	2	1		3	6	9	
TECHNICAL HARDWARE ANALYST I			1			1		1	1		2	3	
TECHNICAL HARDWARE ANALYST II		1				1	2		4		6	7	
TECHNICAL HARDWARE ANALYST III							2	1	1	1	5	5	
TELECOMMUNICATIONS SPECIALIST								1	1		2	2	
TRAINING ADMINISTRATOR										1	1	1	
TRUCK DRIVER										1	1	1	
WEB DESIGNER							1		1		2	2	
WORD PROCESSOR	1	10			2	13						13	
GRAND TOTAL	46	498	218	3	158	923	54	144	116	161	475	1398	

Organization of the Houston Police Department



CHIEF'S COMMAND



CHARLES A. McCLELLAND, JR.

CHIEF OF POLICE

Chief Of Police
Charles A. McClelland, Jr.

Chief Of Staff

Martha I. Montalvo
Executive Assistant Chief

**Office Of Budget
And Finance**

Joseph A. Fenninger
Deputy Director

**Professional Standards
Command**

Mattie C. Provost
Assistant Chief

Office Of Public Affairs

Regina L. Woolfolk
Deputy Director

Legal Services

James G. Jones
Captain

CHIEF'S COMMAND

The Chief's Command is headed by Houston's Chief of Police and is comprised of Legal Services, Office of Budget and Finance, Office of Public Affairs, Professional Standards Command, and Office of the Chief of Staff. The Chief of Staff oversees the Office of the Chief of Police, which includes a Correspondence Unit, a Scheduling Unit, and the Mayor's and Chief's Security Details.

In addition to the Chief's Command, there are three other operations that report directly to the Chief of Police. Each is headed by an Executive Assistant Chief, and the three operations include:

- Strategic Operations
- Investigative Operations
- Field Operations

OFFICE OF BUDGET AND FINANCE

The Office of Budget and Finance has overall responsibility for fiscal management of the Houston Police Department (HPD). The office oversees financial plan development and controls the Department's budget, which exceeds \$777 million of operational funds. HPD's FY2014 General Fund adopted budget of \$722 million is approximately 40% of the city's total general operating fund. The office also manages a wide variety of department level activities that include complex fiscal planning, financial reporting, staffing allocations, grants management, compensation plans, accounting operations, and asset tracking.

Administration

Budget & Finance Administration includes the Deputy Director/Chief Financial Officer, who is a civilian member of the Houston Police Department's Senior Executive Staff. The Administration oversees and coordinates activities related to revenue and expenditures for all funds, including appropriations and designations of expenditures of special funds. This includes employee compensation issues, overtime allocations, policy development, ordinances, purchasing, and allocation of revenue and expenditures. Administration also serves as HPD's liaison between the Chief, Mayor, and City Council on issues related to contracting, procurement, policies, costs, and services.

Financial Services

Financial Services has the responsibility of managing, controlling, and allocating financial resources for the Houston Police Department. It provides comprehensive monthly financial reports and analyses on the Department's budget and financial condition as well as performance metrics for key programs. This includes monitoring and formulating multi-year forecasts of expenditures and revenues for funds managed by HPD. Financial Services also has primary responsibility for the financial and administrative oversight of grant activities in HPD, which includes grant sourcing and ongoing management of approximately \$33.7 million of state and federal grants to ensure compliance and proper accounting/reporting.

Accounting Services

Accounting Services oversees, manages, and coordinates accounts payable operations, control of revenues, management of department funds and interdepartmental funds transfers, as well as financial and accounting control of various programs including Confidential Informant Funds, Child Safety and travel expense processing. This includes formulating and monitoring multi-year forecasts of revenues and expenditures for funds managed by HPD. Accounting Services also tracks and controls more than \$29 million of HPD overtime and provides comprehensive monthly management reports. Additionally, Accounting Services participates in the coordination and development of new business systems. The Fixed Assets Group has the task of tracking, recording, and controlling the life cycle of the department's capital assets.

Procurement

Procurement is responsible for overseeing the department's purchasing and resource procurement activities. This includes petty cash reimbursements, contract bidding processes, general purchasing, contract administration, and acquisition of all goods and services, including P-Card administration, cell phone tracking and billing oversight. Procurement plays a key role in HPD's complex and vital emergency planning and crisis response functions. It is also responsible for the department's engagement and placement of temporary help.

LEGAL SERVICES

Legal Services provides legal counsel and representation to the Chief of Police and the Command Staff in a general counsel capacity. These legal services span a wide variety of subjects and areas, which relate to operations of the Houston Police Department. Legal Services conducts legal research, prepares legal memos, drafts and reviews ordinances, RCAs, policies, procedures, contracts, MOAs, MOUs, and Interlocal Agreements. Legal Services also handles labor-related issues, disciplinary actions, internal affairs review, and coordinates health and safety issues, including workers' compensation with the Health & Safety Unit under Investigative Operations.

Additionally, HPD Legal Services serves as a liaison with the Harris County District Attorney's Office, and works in conjunction with the City Legal Department in handling all aspects of litigation including civil suits and EEOC complaints involving the city of Houston and the police department. These duties/activities include, but are not limited to, the collection of evidence, handling discovery, and obtaining depositions and affidavits.

Moreover, the City Legal Department has delegated the responsibilities and duties that would normally be handled by the Legal Department to HPD Legal Services in five areas, namely:

- To represent the police department's custodian of records regarding the voluminous subpoenas received in which neither the department nor the City are named parties.
- To represent the police department in matters related to property disposition hearings held in the Municipal Courts.
- Represent the Chief of Police in arbitration hearings of officers indefinitely suspended from the police department by the Chief of Police.
- To review, evaluate, and represent the department's position in response to requests for expunction of records.
- HPD's Legal Services Unit also assists HPD's Office of Public Affairs with the disposition of all requests for open records.

Lastly, Houston Police Department's Legal Services plays a significant role in reviewing and proposing state and federal legislation impacting the Houston Police Department and the City.

OFFICE OF PUBLIC AFFAIRS

The Office of Public Affairs is commanded by a civilian deputy director, who is responsible for media relations, community service functions, open records requests, and maintenance of the Houston Police Department's Website. The office is organized into the following units:

Community Liaison Unit

Senior Community Liaisons interact with various communities, ethnic and youth groups to provide feedback to the department regarding quality of life issues and community perceptions of crime. The unit facilitates the Crime Prevention Through Environmental Design (CPTED) program that utilizes architectural means, such as landscaping and lighting, to prevent or reduce opportunities of crime. The unit also manages the Youth Police Advisory Council (YPAC) which consists of a select group of high school students that participate in community service projects and attend leadership workshops whereby they disseminate information to peers, schoolmates and counselors.

Community Outreach

The Community Outreach Unit is a proactive and ethnically diverse group of officers who liaison with various segments of the community to diffuse conflicts and open lines of communication between the department and the community. The unit meets regularly with the leadership of organizations, such as LULAC, NAACP, the Asian Community Center, and others to help foster positive relations with the Houston Police Department. The unit also coordinates several annual community events, such as Look Good/Feel Good, One Voice and the HPD Blue Crew Home Repair Project.

Community Services

The Community Services Unit delivers crime prevention and educational information, brochures, and demonstrations upon request from community groups, corporations, religious groups, and other entities. The Community Services Unit serves as the entry point and coordinating unit for the Volunteer Initiatives Program, which includes Citizens on Patrol and the Citizens Police Academy. The unit also handles the coordination of major events throughout the year such as National Night Out and the Comida Food Drive. Additionally through state funding, the unit coordinates a youth gang prevention/mentoring program in partnership with seven Houston-area Boys and Girls Club locations and is responsible for educating local retail stores for licensing and compliance with Tobacco Laws.

Special Projects

The Special Projects Unit is comprised of several components. The City Council Liaison acts as a liaison between HPD and City Council during public session meetings. The Clergy Liaison Unit coordinates meetings, training, and activities for the Police and Clergy Alliance (PACA) initiatives. The Social Media Unit handles posting and monitoring information on HPD's Facebook and Twitter sites along with the HPD Blog and Nextdoor.com. Additionally, the mentoring program at the Boys and Girls Clubs which utilizes HPD officers to provide

leadership to youth at seven locations is also coordinated out of this unit.

Media Relations

The Media Relations Unit is staffed with civilian public information officers (PIOs) that are responsible for releasing official department statements to the media, coordinating press conferences for investigators, and for the development of daily press releases. PIOs are available 24-hours a day to respond to high-profile incidents of media interest. The unit also produces a monthly audio podcast and utilizes social media sites (eg: Facebook, Twitter) to promote department news and information.

Multi-Media

The Multi-Media Unit consists of Video Production, Web, Awards and Publications. The Web Unit is responsible for the design and lay-out of the Department's website, posting and maintaining web based content which also includes crime statistics/data, links to other city departments, and press release archives. The awards coordinator is assigned to this unit and ensures continuity of the awards/commendation process. The Video Production Unit provides a daily digest of print and broadcast department-related news stories, produces educational videos, public service announcements and videotapes HPD press conferences and media availabilities.

Open Records

The Open Records Unit is responsible for responding to requests for public information according to the guidelines set forth in the Texas Public Information Act. The Act mandates that governmental bodies provide information to requestors within specific timelines and according to various rules defining confidential and public information. Since 2008, the unit has been processing over 5,000 requests a year. Many of the requests are voluminous and complex, involving thousands of pages of responsive material, hundreds of hours of processing time, multiple attempts at negotiations with requestors, and legal briefs to the Texas Attorney General. Customers include national and local news media, investigative reporters, attorneys, insurance companies, and the general public. Information requested from the unit can cover any type of documents or record created by the department, including police and arrest reports, calls-for-service inquiries, entire investigative case files, dash cam videos, policies and circulars, e-mails and memos, crime statistics, and more.

Open Records staff members work closely with the Houston Police Department's staff attorneys and the City Legal Department to request rulings from the Attorney General allowing the department to protect the release of information that could jeopardize ongoing investigations or hinder the Department's police mission to detect and deter crime.

Photography Laboratory

The Photo Lab is responsible for photographing major events (department events/awards, promotional ceremonies and Mayor's proclamations) for the Houston Police Department and the City of Houston. The Lab aids investigators/district attorneys with mugshots, photo spreads, and photographs for trial. Care, custody and control of photographic documentation are maintained in the unit.

PROFESSIONAL STANDARDS COMMAND



Mattie C. Provost
ASSISTANT CHIEF

**Professional Standards
Command
Mattie C. Provost
Assistant Chief**

**Inspections
William C. Staney
Captain**

**Internal Affairs /
Central Intake Office
David J. Williams
Captain**

PROFESSIONAL STANDARDS COMMAND

The Professional Standards Command (PSC) is managed by an assistant chief, who reports to the Chief of Police. PSC staff members manage and coordinate the functions of the following divisions:

- Inspections
- Internal Affairs / Central Intake Office

The Professional Standards Command is charged with maintaining the police department's integrity. This is accomplished by conducting audits outside the normal chain of command to ensure an objective review of the agency's procedures and activities, investigating complaints against employees regarding misconduct, and by facilitating training and guidance to both classified and civilian personnel.

INSPECTIONS

The Inspections Division conducts in-depth examinations and audits of functions, programs, and components of the department as directed by the Chief of Police. Audits are conducted outside the normal chain of command to ensure an objective review of agency procedures and activities. The Inspections Division also coordinates and promulgates policy through written directives, such as General Orders and Standard Operating Procedures, along with integrity checks for ranks of captain and above, to include civilian equivalents. The division also schedules narcotics and weapon destruction assignments with the Property Room and Crime Lab. Overall, the division is comprised of seven units: Administrative, Audit, Court Liaison, Criminal Justice Information System Compliance Unit, Drug Testing, Extra Employment, and Policy Development.

Administrative

The Administrative Unit is responsible for the functions that facilitate the division's daily operations, including budget preparation, expenditures, payroll, in-service training, time and attendance, vehicle coordination, inventory control, document archiving, record keeping/retention/reporting, and special projects.

Audit

The Audit Unit performs an array of internal auditing functions (such as operational analyses, compliance, performance, financial and self-audits) and special projects. Operational analyses or compliance audits ensure an objective review and assessment of the department's facilities, property, equipment, personnel, administrative, investigative, patrol, and support activities. Performance audits ensure a fair and impartial assessment that provides objective information about the performance of programs, activities, and functions, and when applicable, specifics about where improvements can be made and the likely impact of those improvements. Financial audits provide an objective review of petty cash funds, change funds, and revenue streams. Self-audits provide information to division managers to assist them in assessing the overall operations of their divisions. The Audit Unit conducts audits in furtherance of the department's efforts to maintain ISO 9001:2008 certification for the Property Room and the Emergency Communications Division. The Audit Unit also performs various special projects for the Chief of Police, such as the Employee Integrity Program and destruction assignments.

Court Liaison

The Court Liaison Unit is responsible for certifying court attendance of Houston police officers for all municipal, county, and district courts. The unit provides information to officers and the District Attorney's Office, and functions as a liaison between the judges and the department, maintaining a line of communication in order to facilitate court proceedings. The unit enters court subpoenas into the computer system and generates reports on court attendance.

Criminal Justice Information System (CJIS) Compliance Unit

Responsible for the implementation, training, and enforcement of new security measures related to criminal justice information throughout the Department, including vendors and other city personnel that may be in the facilities where this information is available. The unit is led by a sergeant, and three officers who report directly to the executive assistant chief.

Drug Testing

The Drug Testing Unit is responsible for coordinating all employment-related drug testing (assignment, random, promotional, and hiring) in the department. The unit conducts all Department of Transportation required drug testing and is the liaison for drug testing issues between the department, the city, and collection site vendors.

Extra Employment

The Extra Employment Unit is responsible for the enforcement and monitoring of all extra employment worked by department employees. This includes maintaining the extra employment permit issuance system and the unauthorized-to-work and unauthorized-to-work-for lists. The unit conducts on-site inspections of extra employment locations, provides extra employment training to officers, and ensures compliance for limited aspects of solo motorcycle escort jobs.

Policy Development

The Policy Development Unit (PDU) is responsible for creating and revising General Orders. This includes conducting research, coordinating and facilitating input, preparing policy documents, maintaining extensive historical files, and overseeing the distribution of updated General Orders. The PDU also assists individual employees and Legal Services in conducting historical policy research. In addition, the PDU serves as the custodian and repository for each division's Standard Operating Procedures (SOP) manual that is reviewed for compliance with SOP guidelines and department issued circulars. The PDU assists with the distribution of General Orders for the department's promotional exams, including those administered as a result of the Uniformed Services Employment and Reemployment Rights Act.

INTERNAL AFFAIRS / CENTRAL INTAKE OFFICE

The Internal Affairs Division (IAD) was created in 1977 and is mandated to investigate allegations of misconduct against employees. It is a fact-finding entity with a three-fold purpose:

- **Protection of the Public**

The public has the right to receive fair, efficient, and impartial law enforcement. Any misconduct by department personnel must be detected, thoroughly investigated, and properly adjudicated to assure the maintenance of these qualities.

- **Protection of the Department**

The department is often evaluated and judged by the conduct of its individual employees. It is imperative that the whole organization not be criticized because of the misconduct of a few. An informed public must have confidence that its police department honestly and fairly investigates and adjudicates all allegations of misconduct against its employees.

- **Protection of the Employee**

Employees must be protected against false or misinformed allegations of misconduct. This can only be accomplished through a consistently thorough investigative process.

The division is organized into the following units:

Administrative

Administrative personnel assist in the daily operation of the Internal Affairs Division. Administrative supervisors are also charged with serving "Relief of Duty" papers on employees who are relieved of duty and returned to duty. These administrative personnel also interact with HPD employees who come to the Internal Affairs Division, as well as witnesses and complainants in cases of alleged police misconduct.

Central Intake Office

The Central Intake Office receives and processes complaints against department members. When a complaint is received, it is reviewed to determine the nature of the allegations. The Internal Affairs Division investigates the most serious types of complaints. These complaints involve allegations of excessive force, any discharge of firearms, or criminal activity, such as theft. Complaints comparatively less serious in nature, such as rude behavior or improper procedure, are forwarded to the individual officer's division for investigation. Complainants are notified by certified mail of the final disposition of each complaint.

Proactive Investigations

The Internal Affairs Division Proactive Unit conducts covert investigative and surveillance operations of police employees suspected of criminal activity and related misconduct.

Reactive Investigations

The Internal Affairs Division Reactive Units conduct investigations of allegations of serious police department employee misconduct.

CHIEF OF STAFF



MARTHA I. MONTALVO

EXECUTIVE ASSISTANT CHIEF

Chief Of Staff
Martha I. Montalvo
Executive Assistant Chief

Night Command / Security
Operations
Kenneth N. Campbell
Captain

Crime Analysis & Command
Center
Milton W. Martin
Captain

Office Of Planning
Larry J. Yium
Deputy Director

CHIEF OF STAFF

The Chief of Staff is responsible for the overall management of the Office of the Chief of Police, to include coordinating and facilitating directives and needs assessments/requests from entities both within and outside the police department. This includes, but is not limited to the Houston Police Department's Command Staff, the Office of the Mayor and Houston's City Council, other City departments, outside agencies, and citizens. The span of control for this office includes the Night Command Center / Security Operations, Crime Analysis & Command Center, the Office of Planning, and Alternative Dispute Resolution (ADR).

ALTERNATIVE DISPUTE RESOLUTION

The Alternative Dispute Resolution (ADR) office was created in 1999 to combine in one central location several separate Houston Police Department dispute resolution processes: Employee Representative Council, Employee Relations, Grievance, and Mediation. Depending on the nature of the issue, each of these processes is designed to assist department employees in resolving various workplace and interpersonal concerns in a non-punitive and confidential manner. Additionally, beginning in 2011 the office began managing a fifth informal issue resolution process, the Employee Concern Resolution Program.

The ADR office operates directly under the Chief of Staff and is managed by a lieutenant. The staff includes both classified and civilian employees. The overall mission of ADR is to enhance communication among employees and assist in resolving job-related and other interpersonal issues in a timely, fair, and equitable manner. Each of ADR's five structured processes is confidential and informal in nature.

Employee Concerns Resolution Program (ECRP)

The ECRP process allows employees to seek informal review of various workplace issues that may not be eligible for resolution via any other department process. ADR is charged with processing issues accepted for ECRP review pursuant to procedures outlined in the 2011 Houston Organization of Public Employees (HOPE) Meet and Confer Agreement.

Employee Representative Council (ERC)

The ERC process allows employees to bring a variety of workplace issues to the attention of department managers. It is designed to address employee concerns about the work environment and facilitate the resolution of workplace issues. It also assists the employee in requesting clarification of department policy or procedure. It is designed to facilitate communication between the command staff and employees.

Employee Relations

The Employee Relations Section provides employees with a forum for reporting and receiving assistance in resolving Title VII issues. Under Title VII, it is unlawful for an employer to discriminate against any individual with respect to their compensation, terms, conditions, or privileges of employment because of that individual's race, sex, religion, national origin, or color. The Employee Relations Section interviews complainants, confers with Legal Services, and makes recommendations for proposed resolutions of issues.

Grievance

The Grievance Section receives and processes grievance eligible issues brought forth by classified and civilian department employees. Issues addressed in the Grievance Section are codified under the City of Houston Code of Ordinances, Section 14-50, and Texas Government Code 143.127. The Grievance Section manages the Step I and Step II grievance process. Employees wishing to continue with a Step III grievance will be directed to the City of Houston, Human Resources Department, Employee Relations Division.

Mediation

The Mediation Section is responsible for processing issues that are deemed eligible for resolution via the mediation process. Mediation is an effective and proven method designed to resolve interpersonal conflicts that may arise between two or more individuals. It utilizes a third party neutral (mediator) who serves to clarify issues and maintain order while the parties discuss and attempt to resolve their issue(s). By statute and department policy, mediation is a confidential process. Mediation cannot be utilized to address Class I policy violations, criminal behavior, or other egregious employee conduct.

NIGHT COMMAND / SECURITY OPERATIONS

The Night Command / Security Operations Division is managed by a captain and is divided into the following units:

Night Command

The Night Command consists of one captain and three lieutenants who serve as the designated representative of the Chief of Police during after-hours absences. This includes handling inquiries and requests from criminal justice personnel and meeting with any dignitaries or high-ranking officials visiting a police station or experiencing difficulties that can be alleviated by department personnel. Additionally, the Night Commander responds to noteworthy incidents in order to facilitate a proper department response and serves as liaison to representatives of the media. The Night Commander serves as a high ranking leader who is responsible for applying proper management of officers and making sound decisions on patrol related activities outside of regular business hours including weekend and holidays.

Security Operations

The same captain over Night Command also manages the Security Operations Unit for 1200 Travis. In addition, one lieutenant is assigned on dayshift hours to assist in managing the unit's officers and sergeants. The Security Operations Unit monitors safety and security issues for each of the 26 floors of the Police Headquarters Building. The unit operates 24-hours a day/7-days a week with personnel responsible for processing all visitors who enter Police Headquarters through the public entrance, along with all visitors who sign in at the employee entrance. The unit also responds to administrative requests regarding information contained in log entry sheets, video recordings, identification coding access to all police facilities, and database records.

The main mission of the Security Operations Unit is to provide a safe and secure working environment for all 1200 Travis employees, while ensuring the safety of the citizens who come to conduct business at Police Headquarters. This includes everything from internal/external threats, safety hazards, to terroristic threats directed at this critical infrastructure.

Unit members often make arrests of citizens who turn themselves in for outstanding warrants, as well as suspects who are arrested in other divisions at police headquarters. The unit responds to all alarms originating from divisions and elevators within Police Headquarters including all fire alarms.

The Security Operations Unit assists emergency responders, such as the Houston Fire Department and Emergency Medical Service, who respond to Police Headquarters to administer medical attention to citizens and employees in need, or to respond to fire alarms in the building. When informed of equipment malfunctions (ex: elevators, security gates, security cameras, power outages, security computers, and air conditioning and heating systems) the unit makes notifications to the city's General Services Department. The unit

also notifies the Office of Technology Services when it is made aware of issues regarding security computers.

The unit completes walk-in incident/offense and accident reports from citizens who enter Police Headquarters requesting such reports. Personnel also update computer databases regarding employee status and current information in an effort to maintain appropriate and proper security measures.

The unit is responsible for monitoring the Police Headquarters and 300 Milam parking garages to ensure proper procedures are being followed and appropriate individuals / personnel are entering the garage.

CRIME ANALYSIS & COMMAND CENTER

The Crime Analysis & Command Center Division is managed by a captain and is divided into the following units:

Administrative

The Administrative Unit is responsible for handling general administrative office operations for the division. Included among the unit's various duties are tracking and coordinating the divisional budget, monitoring the acquisition of supplies, coordinating furniture and telephone needs, maintaining the division's Internal Affairs files, compiling divisional statistics, maintaining equipment and furniture inventories, and maintaining time and attendance records. Employees assigned to this unit serve as divisional training coordinators and distribute and monitor subpoenas. Civilian personnel answer the division's main incoming telephone lines and respond to general inquiries by citizens and officers.

Crime Analysis

The Crime Analysis Unit facilitates the collection and maintenance of existing data sources contained within HPD's crime analysis system. The unit is responsible for conducting statistical and analytical research relating to the division's anti-crime programs. It administers assistance to centralized and decentralized crime analysis units and other law enforcement agencies by collecting, collating, analyzing, and disseminating information concerning crime patterns and trends. The Crime Analysis Unit is also responsible for dissemination of crime data to the Command Staff members at Crime Strategy meetings.

The Crime Analysis Unit manages the records of citywide crime analysis bulletins and assists the department's crime analysts on the usage of the computerized crime analysis system. It also identifies and develops potential data sources and system enhancements to increase the efficiency and effectiveness of patrol/investigative divisions.

Crime Center

Crime Center personnel are responsible for ensuring that the Chief of Police and his executive staff are informed on a daily basis regarding significant events involving police department personnel, as well as other city officials. Personnel monitor local and nationwide news events to maintain a state of awareness with regard to current news events and trends in other cities. Officers of the unit are also responsible for continuously monitoring all priority one and two calls-for-service throughout the city.

Additionally, the helicopter downlink system is monitored from the Crime Center and the City's Office of Emergency Management in an effort to assist management in their decision-making efforts. Crime Center personnel are responsible for maintaining the police department's Strategy Room in a state of operational readiness in the event that activation is initiated by the Chief of Police or his designee.

Ultimately, the Crime Center serves as the city's hub for information sharing and gathering in times of disaster/emergency response. The Crime Center operates 24 hours a day/7 days a week. Currently, the Crime Center shares information with local, state, and federal agencies. Notably, the HPD Crime Center personnel utilize both business and artificial intelligence systems to obtain additional information about crimes in progress and disseminate this information to officers/investigators in the field. This communication with field personnel enables officers and investigators to address crime issues immediately, as situations unfold.

OFFICE OF PLANNING

The Office of Planning is responsible for managing and coordinating the planning and research activities for the department as a whole, as well as developing “Best Practice” recommendations for the Chief of Police and/or members of the Command Staff. The primary functions are producing reports, both mandated and in response to requests, regarding the official numbers of the department as it relates to crime and other operational data; maintaining the jurisdictional boundaries and law enforcement responsibilities within beats and other law enforcement agencies; conducting studies and new product evaluation; coordinating department logistics for catastrophic events; long term planning, including performance management reporting; and creating partnerships with Asian based non-profit service providers and area universities. It is also responsible for many of the departments logistical support functions. Planning is headed by a deputy director.

More specifically, its duties encompass the collection and analysis of information in the preparation of monthly, annual and other statistical reports that reflect the official statistics of the department. Many of these reports and information are either mandated by law or in response to open records requests. The reports are disseminated to all level of users both internally and externally.

Planning is responsible for producing and maintaining annexation, patrol beat, and jurisdictional maps and descriptions. Planning works closely with the Public Works and Engineering Department’s Joint Referral Committee on street closures and name changes to ensure police response is not delayed due to geographical or address problems. Planning also manages the Memorandums of Understanding and Memorandums of Agreements for the department. Generally, these agreements establish the responsibilities, obligations, and authority between another law enforcement agency and HPD; however, Planning also administers non-law enforcement agreements with non-profits, grantees, universities, and other similar entities.

Planning oversees testing and evaluation of equipment and products as requested by the Chief of Police or his designee to determine their suitability for use by the department. In addition, Planning has to remain abreast of new or updated products by reviewing various law enforcement technical publications and police equipment catalogs and regularly attend demonstrations. This would include equipment ranging from safety equipment, such as ballistic vests to body mounted recording devices. Since the equipment or products often involve officer safety or potential criminal/civil liability issues, Planning helps ensure that legal and national standards are considered. Pertinent data are assembled to determine the efficiency and effectiveness of the proposed equipment and a detailed summary of the findings and conclusions are submitted to the Chief of Police or the requesting department official. Planning also manages, when directed, the implementation throughout the department of new processes or technologies.

Moreover, Planning performs program analysis, conducts descriptive and statistical research and analysis through surveys, questionnaires, feasibility studies and evaluations

of programs, processes and products to incorporate best, prevailing, or innovative practices. This work is often in conjunction with proposed policies, procedures, and programs. Further, the work maybe associated with validating / disproving issues that are a concern of the department. The work is often done in conjunction with other agencies, assisting other agencies in similar projects, and universities. These responsibilities also provide a fieldwork practicum environment for student interns, volunteers and fellows from academic institutions.

Planning coordinates emergency preparedness and logistics for department mobilizations. It is responsible for ensuring that the department employees have their basic necessities met during a catastrophic situation. This includes the selection and purchase of food, water, and sanitary supplies. Planning maintains these supplies in a secure, temperature-controlled stable facility and coordinates the distribution plan to patrol and other units on short notice. Planning also evaluates, determines, purchases, and distributes other safety equipment and supplies, such as masks, gloves, hand sanitizers, aerosol sprays, and surface disinfectant wipes.

Planning includes a strategic planning function. This section is responsible for strategic research, such as future staffing needs, emerging trends in criminal activity, organizational structure, and population shifts/demographics, as it impacts policing needs. The section also develops and maintains the department's strategic goals and performance measures. It also assists divisions in conducting long-term studies, process analysis, and determining long-term plans (beyond the current fiscal year).

Additionally, Planning oversees the Uniform Supply Section, which is responsible for purchasing, storing, and issuing uniforms and supplies for department classified and authorized civilian employees. Uniforms are issued and used items are received for disposal, re-distribution, or destruction. Some of the items issued to employees of the department by this section are uniforms to classified and civilians, bullet resistant body armor, highway flares, and fire extinguishers.

Further, Planning oversees Office Services, which includes the Office Supply Section, Mail Room, Print Shop, and Surplus and Salvage. The Office Supply Section orders, stocks, issues, inventories, and maintains a database of basic office supplies for the Department. The Mail Room receives and redistributes inter-office mail, stamps U.S. Mail with the appropriate postage, and receives and holds packages shipped by private companies. The Print Shop does large scale printing and binding for the department. Additionally, the Print Shop purchases, stocks and issues all paper products used by the department. The Surplus and Salvage Section is responsible for processing excess and obsolete department equipment for redistribution, recycling or disposal, as appropriate. Additionally, this section issues HPD equipment stickers to divisions upon request.

STRATEGIC OPERATIONS



KIRK A. MUNDEN
EXECUTIVE ASSISTANT CHIEF

Strategic Operations

**Kirk A. Munden
Executive Assistant Chief**

Homeland Security Command

**Mark A. Eisenman
Assistant Chief**

Professional Development Command

**Charles A. Vazquez
Assistant Chief**

Staff Services Command

**John H. Chen
Assistant Chief**

STRATEGIC OPERATIONS

Strategic Operations is an executive command level office directed by an executive assistant chief, who reports directly to the Chief of Police.

The Strategic Operations' executive assistant chief is responsible for organizing, directing, coordinating, developing, and implementing management strategies that promote efficient and effective solutions to critical strategic issues, including professional development, and training. The span of control for this office includes the Homeland Security Command, Professional Development Command, the Staff Services Command, and the General Services Department Liaison Office.

Other duties of the executive assistant chief in charge of Strategic Operations include, but are not limited to, representing the department and the Chief of Police at ceremonies, civic meetings, City Council meetings, town hall meetings, disciplinary hearings and civil service hearings. Additionally, the position requires serving as chair to various internal committees that address organizational issues, community concerns, and political issues raised by elected officials. The executive assistant chief is also called upon to act as a liaison with city officials when designated by the Chief of Police, to include serving as the Acting Chief of Police, as appropriate and required.

HOMELAND SECURITY COMMAND



MARK A. EISENMAN
ASSISTANT CHIEF

**Homeland Security
Command
Mark A. Eisenman
Assistant Chief**

**Airport Support
Bruce D. Williams
Captain**

**Airport
Carl W. Driskell
Captain**

**Criminal Intelligence
Jonathan B. Zera
Captain**

**Special Operations
Larry J. Satterwhite
Captain**

**Tactical Operations
Stephen A. Smith
Captain**

HOMELAND SECURITY COMMAND

The Homeland Security Command (HSC) is responsible for taking the lead in planning and coordinating all department-related activities associated with preventing, protecting from, responding to, and recovering from intentional acts of terrorism and accidental/natural catastrophic incidents. An assistant chief is responsible for oversight and supervision of the following five divisions:

- Air Support
- Airport
- Criminal Intelligence
- Special Operations
- Tactical Operations

This command operates in conjunction with other local, state and federal law enforcement partners and private sector critical infrastructure stakeholders. HSC has made extensive efforts to improve planning documents that will govern how personnel will respond and perform should such an event take place. Additional efforts have been taken to work with the Mayor's Office in securing funds for equipment, and identifying and participating in various homeland security training courses. This command works collaboratively with other local government officials and emergency responders from all disciplines in the Houston metropolitan region.

AIR SUPPORT

The Air Support Division provides an array of airborne law enforcement services to citizens and law enforcement officers in the Greater Houston area, primarily with the use of MD500 helicopters. These services include, but are not necessarily limited to: scheduled patrol flights; oversight and support for high speed pursuits; freeway patrol flights; call for service response; assistance with perimeter control and the avoidance of cross-fire incidents during the pursuit of wanted suspects; Homeland Security site checks; assistance to the United States Coast Guard with security flights for the Houston Ship Channel and the Port of Houston; provision of live video-downlink to HFD on major fire scenes and to other public safety providers, as needed; covert aerial surveillance flights; dignitary protection flights; photo-evidence flights; post-storm damage assessment; SWAT officer insertions and extractions, and aircraft displays and presentations at community events.

The division operates MD500 patrol helicopters and a fixed-wing Cessna 182. The division has recently taken possession of a DHS-funded twin-engine helicopter which, after extensive training, will enhance capabilities related to the following situations:

- Rescue of flood victims in areas where they cannot safely make an egress
- High rise building fire rescue operations beyond the reach of fire fighting apparatus
- Response to boating emergencies in areas where rescue craft cannot navigate safely
- SWAT team insertion into various environments, including structures or watercraft
- Search and rescue of lost persons

The Air Support Division consists of three basic sections: Administration and Training, Patrol and Surveillance, and Aircraft Maintenance.

- [Administration and Training](#). This section is responsible for the administrative aspects of the division (i.e., preparing reports, correspondence, and other general administrative tasks). This section is also responsible for administering and overseeing police and aviation related training within the division.
- [Patrol and Surveillance](#). This section is responsible for performing the flight duties as listed above.
- [Aircraft Maintenance](#). This section (staffed with certified aircraft mechanics who receive training specific to HPD's specific make and model of aircraft) is responsible for the repair and maintenance of HPD's aircraft fleet, and provides oversight of the purchase of aircraft parts and aviation fuel.

AIRPORT

The Airport Division, based at both William P. Hobby (HOU) and George Bush Intercontinental (IAH) Airports, provides 24/7 police support at each airport by patrolling passenger screening checkpoints, boarding gates, or anywhere else in the terminals where there might be a breach of security, weapons, bomb threat or other threat to safety and security. Each base is assigned mobile units that are responsible for patrolling all streets and perimeters surrounding the airport.

The division has traditional patrol functions, as well as additional security functions that are mandated by the federal government. The division at IAH is located at 3100 Terminal Road North and services Bush Intercontinental Airport and the immediate surrounding areas (District 21). Hobby Airport division is located at 7800 Airport Boulevard and services Hobby Airport, Ellington Field, and the immediate area (District 23). These two airports (IAH & HOU) also belong to the Houston Airport System (HAS). Ellington Field contains commercial and general aviation along with several significant installations, such as NASA, the U.S. Coast Guard, and the Texas Army and Air National Guard.

The Airport Division has three (3) specialized units, which collectively work as a whole to prevent and deter terrorism while providing a high level of quality police patrol and support for the traveling public and aviation community at Houston's airports. The Criminal Investigations Unit provides follow-up investigation on most airport-related criminal cases and performs plainclothes surveillance in the terminals. The Tactical Bike Unit allows for mobile patrol in parking garages, terminals, and exterior ramp-side areas of terminals where foot patrol and vehicular patrol are less effective. There is also an Explosive Detection Canine (K-9) Unit that provides teams of federally certified explosives detection K-9's and their handlers to respond to calls regarding suspicious bags and bomb threats, proactive patrols and sweeps, and dignitary protection operations.

CRIMINAL INTELLIGENCE

The Criminal Intelligence Division (CID) collects, stores, analyzes, and disseminates criminal intelligence information. This task is accomplished through confidential investigations, analysis of information, and proper liaison with various officials and other sources of criminal information. CID is also responsible for dignitary protection, monitoring public demonstrations, and the investigation of threats to police officers and elected officials. Additionally, CID is the primary division responsible for coordinating HPD's response to various catastrophic events including, but not limited to, natural disasters, pandemics, and improvised explosive device incidents. Also, CID provides support to other HPD divisions with technical surveillance and communications intelligence. The Criminal Intelligence Division is comprised of the following units:

Administrative Unit

This squad is responsible for all administrative functions of the division including budget, payroll (time keeping), vehicle coordination, inventory control, special projects, front desk reception, and the administrative needs of the division commander.

Dignitary Protection/Public Assembly Unit

Members of this unit work in a counterpart capacity with agents of the United States Secret Service, the Department of State, and other federal agencies to provide protective services for select individuals who visit Houston for political and/or business reasons. In addition, this unit provides independent protective services to other political figures that are not covered under respective federal protective service guidelines. The unit also works with the Mayor's Protocol Alliance Office to provide security and transportation for select individuals during their stay in Houston.

In addition to providing protective services, the unit also investigates threats against Houston police officers, their families, and elected officials. Further, the unit liaisons with assembly organizers, provides intelligence related to public assemblies, and monitors assemblies that occur in the city. Assemblies include, but are not limited to, protests, demonstrations, labor strikes, and rallies. In addition, the unit monitors domestic extremists that operate in the city of Houston and the surrounding regions. Members of this unit also liaison with the fourth largest base of consulate offices in the United States, and serve as the department liaison to inquiries/requests from INTERPOL/Washington.

Technical Surveillance Detail (TSD)

This detail supports investigative divisions and other law enforcement agencies with covert electronic surveillance and monitoring in criminal investigations. The detail maintains an assortment of sophisticated electronic surveillance equipment and support vehicles.

Fusion Center Unit (FCU)

Houston Regional Intelligence Service Center (HRISC) – Fusion Center

The FCU is assigned to the HRISC, commonly referred to as the Fusion Center, which is a multi-agency effort to provide continuous security to the region by gathering, developing, and sharing intelligence regarding the capabilities, intentions, and actions of terrorist groups and individuals that pose a threat. The FCU constitutes the core of the Fusion Center personnel, but it also hosts personnel from other local, state, and federal law enforcement agencies. The Fusion Center operates as a regional intelligence service.

The HRISC provides threat assessments, intelligence analyses, and community impact information reports to the Chief of Police via a periodic Threat Information Summary. This law enforcement sensitive document, which summarizes pertinent local, national, and international intelligence information, is also distributed to selected federal, state, and local law enforcement agency personnel. This unit also monitors and assumes primary responsibility for reviewing, processing, and linking reported suspicious events and terrorist related activities.

Organized Crime Unit (OCU)

The OCU is responsible for conducting both overt and covert intelligence gathering and criminal investigations into numerous aspects of organized crime. This squad also works with the Houston Area Maritime Operations Center at the Port of Houston.

Houston Joint Terrorism Task Force (JTTF)

This task force is a multi-jurisdictional effort hosted by the Federal Bureau of Investigation. The objective of the JTTF is to investigate potential terrorist activities of both domestic and international groups based or traveling in Houston. The task force operates at the “Top Secret” level and in compliance with the guidelines set forth by the United States Attorney General’s Office.

Critical Infrastructure Protection Unit

The Critical Infrastructure Protection Unit is assigned to the United States Coast Guard (USCG) Sector Houston – Galveston headquarters. The personnel assigned will act as HPD’s 24/7 direct liaison with the USCG for all significant and or catastrophic incidents in the maritime community.

Communications Intelligence Unit (CIU)

The Communications Intelligence Unit provides critical support to criminal and public safety investigations. CIU assists investigators with lawfully obtaining communication records and data, such as telephone and Internet records, and also provides substantial assistance in support of interpreting and analyzing this information. CIU members also provide assistance in utilizing communications data during prosecution, including developing complex presentations and providing expert testimony.

Catastrophic Planning Unit

In light of the events of 9/11, other terrorist attacks, and devastating natural disasters that have occurred, the federal government instituted initiatives to better secure our nation and to respond to catastrophic events. The Catastrophic Planning Unit has been designed to facilitate the police response to various catastrophic events including, but not limited to, natural disasters, pandemics, and terrorist attacks. The focus of the unit includes readiness efforts and continuity of operations in the event that a large scale incident affects the operation of the police department.

This unit works closely with the city of Houston Office of Emergency Management and the Mayor's Office of Public Safety and Homeland Security.

Hate Crimes Unit

CID has the ultimate responsibility for determining whether a crime is reported to federal or state record keeping agencies as a hate crime. Each year, hate crime incidents that meet the classification requirements of the 1990 Federal Hate Crime Statistics Act are reported to the Texas Department of Public Safety through the Records Division and ultimately to the FBI to be compiled into the national Uniform Crime Report. A CID lieutenant, acting as the department's Hate Crimes Coordinator, is responsible for monitoring "bias motivated" or "hate" crimes reported to the department. This lieutenant serves as the department's Hate Crimes Second Level Judgment Unit as defined by applicable federal guidelines for Uniform Crime Report reporting purposes.

Homeland Security Unit - Critical Infrastructure/Key Resources (CI/KR)

The Homeland Security Unit (CI/KR) is responsible for enhancing the protection of critical infrastructure and key resources essential to our nation, state, and region. This unit works collaboratively with private industry, regional law enforcement, and local government officials to enhance critical infrastructure security in the greater Houston metropolitan region.

SPECIAL OPERATIONS

The Special Operations Division's primary functions are to provide police services to the Central Business District (CBD) and Hermann and Memorial parks, to coordinate police resources for special events, and to respond to major incidents throughout the city. Secondly, the division also provides security to City Hall and the Municipal Courts buildings. The Special Operations Division consists of a patrol component and six specialized units, which function collectively to fulfill its primary and secondary functions. These specialized units include the Special Response Group (SRG), Special Events Unit, Divisional Tactical Unit, Differential Response Team, Bicycle Administration and Training Unit (BATU), and Mounted Patrol.

Special Response Group (SRG)

The city of Houston sometimes experiences events, both planned and unplanned that often involves large crowds and require a large contingent of well-trained and specially equipped officers. Examples of these types of events are dignitary visits, demonstrations, natural disasters, and other incidents of civil disorder.

The recognition of these recurrent contingencies provided the impetus for the creation of the Houston Police Department's Special Response Group (SRG) in 1992. Central to the development of the SRG concept was the requirement that a response by SRG officers would not unfairly impact or excessively disrupt police service in any single area of the city. SRG officers have collateral assignments and attend a 40-hour SRG Basic Course followed by tri-annual training for the remainder of their duration in SRG. The training encompasses a plethora of subjects to include formations, hand and arm signals, mass arrest procedures, tactical updates, full scale scenarios, baton training, terrorism topics, pain compliance techniques, protestor devices, and weapons of mass destruction. The SRG monitors and staffs approximately 190 – 200 events per year.

An elite element exists within the SRG, the Crowd Disbursement Team (CDT). It was created in 2003 in preparation for Super Bowl XXXVIII. These are highly motivated individuals who attend a rigorous three-day course for an opportunity to become a CDT member. The CDT has several functions including acting as arrest teams, roving foot patrols, and chemical munitions teams. In addition to the SRG tri-annual training, CDT members attend biannual CDT training. The training encompasses less lethal weaponry and munitions followed by full-scale scenarios.

The SRG Administrative Unit is assigned within the Special Operations Division and it is responsible for the oversight of training and event staffing and operations.

Special Events Unit

The primary function of the Special Events Unit is to coordinate all special events within the city of Houston and staff police resources for all city-sponsored special events. Such events include parades, fun runs, street functions, dignitary visits, and all other events assigned by the command staff or the Mayor's Office of Special Events (MOSE). Many of these events bring national recognition, such as the Houston Livestock Show and Rodeo and the Houston Marathon. The unit currently coordinates approximately 130 events per year.

Division Tactical Unit (DTU)

The Special Operations Division DTU is primarily responsible for conducting covert and overt operations in the CBD with the goal of preventing and reducing criminal activity. This includes follow-up investigations to major crime incidents and warrant services.

Differential Response Team (DRT)

The Differential Response Team's primary focus is to minimize crime in the downtown business district by enforcing city ordinance violations. The officers assigned to this unit understand the needs of the citizens and the homeless population that resides in the downtown area.

Bicycle Administration and Training Unit (BATU)

This unit is tasked primarily with oversight of the department's bicycle training, department-wide bicycle inventory including maintenance and repair, and the administration of all bicycle-related issues. Inclusive within the training function is continued development and updates of the riding curriculum, research into industry standards of riding and maintenance, and grant acquisition. The unit also maintains both officer training records and bike maintenance records. This unit has a secondary function that includes directed patrols in the CBD, directed patrols as members of a task force that is sent to patrol districts throughout the city to support crime initiatives, and periodically making appearances at community events to educate the public regarding bicycle safety.

Mounted Patrol

Mounted Patrol's duties include patrolling the CBD and Hermann and Memorial parks, proactively addressing quality of life issues and deterring crime through active enforcement and high visibility. Additionally, the unit is responsible for assisting with crowd control at large events, protests, and the Main Street corridor on weekend nights. The unit also makes appearances at community events to further good will and community outreach (demonstrations, funerals, parades, ceremonies), assists with searches for missing persons and evidence in terrain not conducive to foot or vehicle traffic, assists with dignitary protection, and conducts directed patrols throughout the city.

to support crime initiatives. The Mounted Patrol Unit sets the standard for horse care and horsemanship within both the law enforcement community and the private sector.

TACTICAL OPERATIONS

The Tactical Operations Division (TOD) consists of five specialized units: the Bomb Squad, Patrol Canine (K9) Detail, Marine Unit, Hostage Negotiation Team (HNT), Special Weapons and Tactics Detail (SWAT). In addition to its authorized staffing, the division makes use of part-time personnel supporting units. The details are summarized below:

Bomb Squad

Day-to-day operations and the majority of call-ups are performed by full-time positions. Part-time positions attend training, assist in large scene callouts and work assignments for special events such as the Super Bowl or All-Star games. Services provided include:

Calls-for-service:

- Respond to all calls involving potential improvised explosive devices (IED) and rendering any such devices safe, recoveries of explosive and military ordnance, and all calls involving explosive bombings and rendering a safe post-blast scene.
- Respond to potential Weapons of Mass Destruction (WMD) scenes. Since the majority of WMD attacks involve an explosive charge, either as the device itself or as a means of spreading the agent or radioactive source, the bomb squad is the render-safe team responsible for the Houston area. Federal resources are expected to supplement HPD efforts within 12-18 hours.
- Assist other HPD details as needed. For example, assist SWAT on hostage call outs for dynamic entry or booby trap clearing. Bomb squad robots can also be deployed for special threat scenes.

Investigations:

- Conduct post-blast investigations in conjunction with other agencies (FBI, ATF, Postal Inspectors, etc.).
- Investigate terroristic threat (bomb threat) cases.
- Special investigations with other details or agencies, such as attempted buys of explosives.

Training:

- Maintain proficiency for bomb render-safe functions; WMD environments, such as working in level A or B protective gear or with chemical/radiological detectors; and with remote procedures (such as with robots).
- Provide regional training for other bomb squads, training in every cadet class on explosive recognition and response to bomb threats, and specialized training to other details as needed (i.e. booby trap recognition, explosive recognition, etc.).
- Develop department training presentation on explosive recognition and response.
- Provide training to local businesses regarding response to bomb threats.

Administrative:

- Maintain hazardous devices evidence locker and bunker, all equipment (robotics, fiber optics, chemical and radiological detectors, etc.), and the bomb range (mowing, repair, etc.).
- Attend monthly Bomb Council, hosted by ATF, and provide updates on current events.
- Provide monthly statistics and correspondence to administration involving explosive related scenes, as well as federal reporting of bomb scenes.
- Accept and dispose of ammunition as a means of public service (also includes property room ammo).
- Study research and development in new procedures and equipment.

Patrol Canine (K-9) Detail

The K-9 Detail is primarily responsible for assisting patrol officers in searching for people and evidence. All handlers are either sergeants or police officers, who utilize patrol dogs. One sergeant is assigned a bloodhound. The detail currently has a patrol canine team available 24 hours a day.

The patrol dog teams are used to locate suspects that are hiding inside buildings or that have evaded arrest and are hiding in residential, commercial, or wooded areas. The patrol dog teams also assist patrol officers in locating evidence discarded by suspects, to include assisting investigative divisions in warrant executions. The patrol canine teams also check by and assist patrol units the checking of alarms and numerous other calls-for-service where a one-man unit is assigned.

The one bloodhound is used to trail and locate lost or missing adults and children. The bloodhound can also be used to run a cold trail to locate a suspect(s) when officers have a scent article from the suspect.

The detail also has Explosive Ordinance Detection (EOD) dual-purpose dogs, which provide rapid response to other divisions needing an area swept by a bomb dog. The EOD canines also supplement the department's capabilities to secure venues for special events and dignitaries.

Additionally, the detail also has dual purpose Patrol/Narcotic Detector dogs that provide a rapid response to other divisions needing an area swept for suspected narcotics.

Lastly, the detail has tactical trained dual-purpose dogs that work with SWAT. The tactical dual-purpose dogs assist SWAT in searching and clearing objectives.

Marine Unit

The Marine Unit is responsible for the department's response to maritime responsibilities on all waterways within the city of Houston.

The department's maritime response encompasses five major operational categories:

- Enforcement of the Water Safety Act
- Boater Safety
- Search and Recovery
- Search and Rescue
- Security

The Marine Unit operates under the Tactical Operations Division and fulfills the following objectives:

- Provides a security and safety presence on all navigable waterways within the city's jurisdiction.
- Provides waterborne security for identified critical infrastructure sites.
- Provides search and recovery diving operations for recovery of evidence.
- Provides search and rescue operations for floods and other high water events.
- Serves as a rescue component in conjunction with the helicopter rescue collar system.
- Provides a security presence on Lake Houston and the Houston Ship Channel/Port of Houston and connecting waterways.

These objectives are accomplished by patrolling Lake Houston and the Houston Ship Channel/Port of Houston. Additionally, a dive component exists that includes a roster of highly trained public safety divers and an inventory of commercial diving equipment for entering contaminated water sites and conducting sonar scans to produce visual documentation of underwater scenes for evidentiary purposes.

During floods, the Marine Unit stands ready to deploy with its boat assets to assist in evacuations of citizens. All department divers are fully trained to respond with the Air Support Division to conduct aerial rescues utilizing the rescue harnesses.

The Marine Unit also works in conjunction with the United States Coast Guard and other federal law enforcement agencies performing underwater searches of ships in the Houston Ship Channel to assist in narcotics trafficking investigations and security sweeps of dock areas. This would include support to the SWAT Detail for waterborne operations, such as tactical ship boarding and water-to-land operations.

Hostage Negotiation Team (HNT)

HNT is responsible for helping to bring all special threat situations, which includes the taking of hostages and barricaded suspects, to a safe conclusion. The team conducts equipment training for volunteer members and develops new training videos and instructional material.

Special Weapons and Tactics (SWAT) Detail

The Houston Police Department's SWAT Detail supports patrol officers and outside agencies in the handling of special threat situations involving snipers, barricaded suspects with or without hostages, threatened suicides, and terrorist activities. The saving of human life, whether it is the life of hostages, suspects, involved police officers, or other innocent persons, is the primary goal of the SWAT Detail and Houston Police Department.

The SWAT Detail routinely supports patrol operations around the city by answering calls-for-service and checking-by with uniformed patrol officers on high-risk calls-for-service and traffic stops. SWAT personnel support investigative divisions in the execution of high-risk search and arrest warrants where suspects are known to be in possession of firearms or use fortified buildings in pursuit of their criminal activities. The SWAT Detail also supports the Criminal Intelligence Division and U.S. Secret Service in the protection of visiting dignitaries, and is responsible for responding to incidents involving weapons of mass destruction with the Houston Medical Strike Team.

Moreover, the SWAT Detail provides specialized training for department personnel and outside agencies in tactics and weaponry. SWAT officers are responsible for maintaining and repairing specialized equipment and vehicles assigned to the detail. SWAT currently provides training and yearly certification for department personnel in the Voluntary Patrol Carbine Program. The unit also conducts monthly Active Shooter training to department personnel in the "Simunitions House" (SIMS) along with warrant execution training for department personnel when requested.

PROFESSIONAL DEVELOPMENT COMMAND



Charles A. Vazquez
ASSISTANT CHIEF

**Professional Development
Command**
Charles A. Vazquez
Assistant Chief

Psychological Services
Verdi R. Lethermon
Police Administrator

Training
Bryan K. Bennett
Captain

Employee Services
Mark S. Holloway
Captain

PROFESSIONAL DEVELOPMENT COMMAND

The Professional Development Command (PDC) is managed by an assistant chief, who reports to the executive assistant chief of Strategic Operations. PDC staff members manage and coordinate the functions of the following divisions:

Psychological Services

Training

Employee Services

The Professional Development Command is responsible for the hiring and training of officers and civilian employees. PDC is also responsible for personnel activities such as record keeping, promotional actions, personnel transfers, drug testing, personnel concerns, wellness, and psychological services.

The assistant chief of PDC also has management and oversight responsibilities for the Health and Safety Unit. The Health and Safety Unit is managed by a civilian administrator and reports directly to the assistant chief of PDC. The unit coordinates workers' compensation claims for Police Department employees with risk management, third-party administrators, medical professionals, and insurance companies. The unit also updates department forms and stays abreast of work-ability guidelines and procedures, in addition to developing and implementing safety initiatives to alleviate hazardous conditions found in the workplace.

PSYCHOLOGICAL SERVICES

Psychological Services is managed by a Police Administrator and operates under the Professional Development Command. The mission is to enhance the mental well-being and professionalism of both classified and civilian employees to maintain the public confidence as they serve the community. Psychological Services serves four primary functions within the Police Department.

Consulting Administratively Within HPD

Under certain circumstances, Psychological Services may be requested by supervisors and managers to serve as advisors or experts within the department for specific critical incidents, committees, conferences, and projects.

Counseling

The division provides approximately 570 counseling sessions per month. Likewise, there is a goal to stifle the misinformation and stigma about seeking professional help by increasing visibility through regular ride-alongs and elective in-services classes. Psychological Services counsels adults, adolescents, children, couples, and families for any diagnostic condition presented. Therapy is voluntary, except in those situations where officers are involved in shootings.

Psychological Evaluations

Psychologists screen police applicants, and per department policy and procedure, psychological evaluations are conducted for jail attendants and officers transferring to specialized investigative or tactical divisions.

Training

Psychological Services is involved in mandatory and elective in-service training through the Training Division. Managers may request on-site training for their employees, as well. Cadets, officers, supervisors, managers, and civilian equivalents receive training across a diverse range of professional and personal topics developed specifically for police personnel.

TRAINING

The Training Division is responsible for training cadets and providing continued education instruction to classified and civilian personnel. The division manages the field training programs and maintains certification, training, and educational records. The Division is organized into the following units:

Clerical Administrative

The Clerical Administrative Unit is responsible for all correspondence entering and leaving the Training Division, office supplies and record retention, All Division Timekeeping functions, and the process of receiving and transferring telephone calls to Division Employees. This unit is comprised of the Office Supervisor, Senior Office Assistant, Senior Word Processor, and Clerk Typist.

Administrative

The Administrative/Special Projects Unit performs tasks including, but not limited to budget management, special projects and coordination of events, phone/radio/fleet/inventory coordination, facility maintenance (collaboration with General Services on police academy major and minor repair projects), police museum/archives and campus-wide technological maintenance. The unit also serves as a liaison with the Citizen's Police Academy Alumni Association's Campus Improvement Committee to improve the police academy grounds.

In-Service Training

The In-Service Training Unit is responsible for the development, implementation, coordination, scheduling, and monitoring of in-service classes for classified and civilian personnel. In addition, the unit manages interagency training and officer safety training programs. The unit is responsible for course curriculum preparation, instructing computer classes for all departmental employees, and providing online testing for Texas and National Crime Information Computers (TCIC/NCIC).

Cadet Training

The Cadet Training Unit is responsible for directing, supervising, counseling, and managing cadets during their training at the Police Academy. This includes instruction, documentation of performance measures, review and investigation of cadet conduct, and handling cadet concerns and issues. This unit is also responsible for instructing computer classes for cadets.

Field Training

The primary duty of the Field Training Unit is to ensure that all Academy graduates and newly promoted sergeants receive hands-on practical patrol training and are able to successfully demonstrate competence in those skills during a formal evaluation. The unit administers and documents the programs, including the results obtained during the training and evaluating process. In addition, once Academy graduates successfully demonstrate competence and knowledge in the training categories, the Field Training Unit ensures officers receive all available guidance for a successful career through implementation and placement in the Mentor Program. The Field Training Unit also administers and documents those officers and supervisors that are returning to patrol assignments after being out of patrol for an extended period of time through the Patrol Re-Orientation Program. Finally, the Field Training Unit works with the Veterans Administration to document and submit the appropriate materials that qualify Probationary Police Officers with prior military service for on-the-job training benefits.

Defensive Tactics/Physical Training

The Defensive Tactics/Physical Training Unit provides training for classified personnel and cadets in the form of defensive tactics, physical fitness, intermediate weapons, and Conducted Energy Device training.

Driver's Training

The Driver's Training Unit provides classified personnel and cadets with classroom instruction for precision driving on outdoor courses. The unit also instructs defensive driving courses for classified and civilian personnel, mandatory training, outside agency training, and performs research on driving-related issues.

Firearms Training

The Firearms Training Unit provides classified personnel and cadets with classroom instruction for weapons training. The unit also oversees the practical application of the training on the firearms range, and it is responsible for firearm research and weapon reviews, as needed.

Tactical Training

The Tactical Training Unit is responsible for providing quarterly training to specialized divisional teams. This includes instruction on armed and unarmed combative techniques, criminal procedure, stress inoculation, and critical thinking skills.

Qualification Pistol Range

The Qualification Pistol Range Unit operates around the clock on three shifts, Monday through Friday, and is responsible for annual primary duty and secondary handgun qualifications. The unit is also responsible for annual Conducted Energy Devices evaluations, off-duty weapons, and carbine rifle qualifications.

TASER Office

The TASER Office is responsible for the inventory and control of all department-issued Conducted Energy Devices (C.E.D.) and related equipment to support training and field operations. The TASER Office maintains the C.E.D. database and processes all paperwork associated with C.E.D. equipment acquisition, purchases, issuance, replacements, warranty returns, repairs, and reports. The TASER Office also serves as the primary back-up for the Retiree Certification Unit.

Officer Safety Unit

The Officer Safety Unit is responsible for teaching and reviewing evolving techniques for situational response tactics. The unit trains both cadets and classified employees and responds to call-outs regarding officer-involved shootings. The also attend community meetings, serve on the department's Firearms Review Committee, respond to legal requests, and represent the department regarding use of force.

Personnel Concerns

The Personnel Concerns Unit (P.C.U.) reviews department records to identify potential program participants. The purpose of P.C.U. is to help structure a plan of action specific to the needs of an individual placed in the program and assist supervisors in formulating goals and objectives and develop strategies to correct negative behavior. The P.C.U. then monitors progress and prepares reports for Personnel Concerns Committee consideration.

Roll Call Video Unit

The Roll Call Video Unit is responsible for the production and distribution of training videos. The training videos are short presentations to impart information at the beginning of each patrol shift.

Retiree Certification Unit (R.C.U.)

The primary responsibility of the Retiree Certification Unit (R.C.U.) is to provide renewal identification cards to honorably retired Houston police officers who qualify to renew a State and/or Federal concealed handgun certificate. The R. C. U. reviews applications, conducts criminal history checks, composes correspondence, compiles department, state and federal documents, updates photographs, and maintains completed files. The R.C.U. also serves as the primary back-up for the TASER Office.

Police Museum

The Police Museum inventories, catalogs, and exhibits police artifacts for public viewing. It is responsible for historical research, museum tours at the downtown headquarters and at the Police Academy, and both public and private presentations.

EMPLOYEE SERVICES

The Employee Services Division, which is managed by a captain, operates under the Professional Development Command and provides many services to both civilian and classified employees. These tasks directly affect the employees' work environment and/or personal benefits. The division is organized into the following units:

Administrative / Employee Relations Unit

The Administrative Squad supports all units within the division and is responsible for coordinating computer needs, inventory, overtime, budget, timekeeping, training issues, employee commendations, and any special projects conducted by the division.

Family Assistance

The Family Assistance Squad assists employees and their families with funerals, insurance issues, and pension arrangements. The squad serves as a liaison to the families of deceased and injured department employees. The squad issues death notices and coordinates blood donations for employees in need. Additionally, the Family Assistance Squad coordinates the Houston Police Officers Memorial Service held for the survivors of those killed in the line of duty or off duty.

Transfers / Allocations / Promotions

The Transfers, Allocations, and Promotions Squad is responsible for tracking and coordinating all classified personnel moves within the department. This includes tracking position allocation, tracking all transfers, and the coordination and preparation of all aspects of the promotion process.

Foreign Language and Phase Down

The Foreign Language and Phase Down Squad is responsible for coordinating the classified and civilian Bilingual Testing Program, along with management of the department's Phase Down Program. The squad also processes all requests for concealed handgun licenses with the State of Texas for retired officers. Additionally, the squad is the department's liaison for the Commute Options Program.

Police Chaplain

The chaplain of the Houston Police Department is selected by the Chief of Police. This assignment is open to any classified member of the Houston Police Department, but is generally held by the rank of police officer or police sergeant. The chaplain serves as a central figure to the department for spiritual, moral, and religious guidance; makes presentations during in-service training and cadet orientations; serves at ceremonial functions, such as funerals, memorial services, academy graduations, and religious and

civil ceremonies; helps the Family Assistance officers notify family members when an officer is killed or seriously injured; and visits sick or injured officers and their families.

Honor Guard

The Honor Guard of the Houston Police Department is assigned to and reports through the chain-of-command of the Employee Services Division. There is one officially assigned police sergeant and police officer. All other classified members are volunteers and are officially assigned to other divisions throughout the department. The Honor Guard presents the colors at official department events, such as promotional ceremonies, academy graduations, and funerals of active and retired officers. The Honor Guard represents the department at the annual police week ceremonies held at the Houston Police Memorial, the State capital, and in Washington D.C. They are frequently requested to perform at civic events around the city throughout the year.

Recruiting

The Recruiting Unit is responsible for all aspects of the hiring process of classified personnel. The unit recruits applicants, conducts background investigations, and makes recommendations to the Chief of Police regarding the suitability of all applicants.

Civilian Employment

The Civilian Employment Unit is responsible for job postings and processing of civilian applicants for hire, to include promotions. The unit coordinates with the COH Human Resources Department regarding civilian promotions, hiring and transfers.

Employee Support

The Employee Support Unit is responsible for securing, maintaining, and updating the personnel files of all department employees. This unit is responsible for daily updates of the department's mainframe regarding personnel changes. This unit coordinates, prepares, and processes all PARs for payroll/personnel transactions for all department employees. Many of these documents are lengthy and require extensive research because of pay issues. This unit coordinates and issues all notary stamps and processes all employee evaluations. It also coordinates and processes all insurance, dental, and medical paperwork for all classified and civilian employees of the department. This unit coordinates with the city of Houston Central Payroll, and other city departments regarding personnel transactions.

STAFF SERVICES COMMAND



JOHN H. CHEN
ASSISTANT CHIEF

**Staff Services
Command
John H. Chen
Assistant Chief**

**Jail
Paul Q. Follis
Captain**

**Emergency Communications
Darrell J. Schindler
Captain**

**Records
Sheila A. Duncan
Police Administrator**

STAFF SERVICES COMMAND

The Staff Services Command (SSC) is managed by an assistant chief, who coordinates the activities of the following three divisions:

- Jail
- Emergency Communications
- Records

SSC is responsible for ensuring the effective and efficient operation and use of resources by its divisions, to include delegating work assignments and verifying assignments are properly completed. The SSC will render assistance to its divisions, as appropriate, so that they may be in compliance with the overall mission of the department. Moreover, SSC is also responsible for reviewing the written policy directives, performance reviews, and audits from each division's operation prior to being forwarded to the Chief of Police. SSC also oversees the Fleet Unit.

JAIL

The Jail Division is managed by a classified captain and other classified supervisors. The majority of employees in the division are civilian jail attendants, who are responsible for booking, housing, feeding, and processing all prisoners arrested by the Houston Police Department, as well as other local law enforcement entities. Prisoner processing includes fingerprinting, photographing, electronically identifying, and charge processing of all offenders arrested. Approximately half of all prisoners are charged with county or district court charges and sent to the Harris County Jail within the first 24 hours. The Jail Division also facilitates the appearance of municipal code violators in the Municipal Court system for both arraignment and trial dockets. The Jail Division, in conjunction with the City Health Department, medically screens all prisoners upon their entry into the jail facility and provides continuing medical services during their incarceration.

Jail Division Facilities

The Central Jail, located at 61 Riesner Street, was built in 1951 and occupies space on four floors. There are 163 beds for male municipal prisoners on the fifth floor and 94 beds for male hold prisoners on the sixth floor. The Central Jail facility also houses prisoners performing work assignments. The work assignments allow sentenced municipal offenders an opportunity to work for credit, which in turn reduces their fines. These prisoners are used extensively at police department facilities where they perform common labor services.

The Southeast Jail is located at 8300 Mykawa Road and opened in 1993. It is located in the Edward J. Stringfellow Southeast Police Station. This facility contains 143 beds for prisoners and the Jail Division laundry. All female prisoners booked by the Houston Police Department are taken to this facility. In addition, some male Class C prisoners are booked and housed at this facility.

The Jail Division also has “operational control” over the six lock-up facilities located at the Northwest, North, Northeast, Westside, South Gessner, and Midwest sub-stations. These lockups are temporary holding facilities for class “c” male prisoners who must be transferred to a main jail facility within 4 hours of their jail booking.

EMERGENCY COMMUNICATIONS

The Emergency Communications Division (ECD), located at the Houston Emergency Center (HEC) at 5320 N. Shepherd, is an essential service and support unit of the Houston Police Department that is commanded by a captain of police, who oversees both classified and civilian personnel.

At ECD, the Enhanced 9-1-1 System and the non-emergency reporting system at (713) 884-3131 identify the physical location and telephone number of a caller. The HEC's Call Takers receive calls-for-service (CFS), and based on internal strategies and service response plans, ECD effectively responds to CFS in a timely manner in one of two manners: 1) a field response (dispatching of a patrol unit), or 2) seeking alternative resolution methods by utilizing the Alternative Response Unit (ARU), which is comprised of the Teleserve Unit and the Patrol Desk Unit (PDU).

The Teleserve Unit serves as a report-writing unit that services "delayed report" calls that deal with lost or stolen property, or willful damage to property wherein there is little or no investigative facts or evidence. Teleserve never handles "In Progress" calls-for-service.

The PDU also seeks opportunities - via telephone - to find innovative ways of resolving citizen requests for service without physically sending a patrol unit to the scene. PDU has proven to be effective in freeing up patrol officers for higher priority CFS and crime control efforts.

On September 5, 2011, ECD achieved International Organization for Standardization (ISO) 9001:2008 accreditation. Due to operational budgetary and staffing challenges, optimal process efficiency was sought as a means of ensuring resources and processes were being managed efficiently and effectively.

Systems and Responsibilities:

Before any type of fire or police service is rendered, a trained HEC civilian call taker talks to the caller and obtains vital response information, utilizing the Special Instructions (SINS) Program. The SINS Program determines the type of service required, based on the callers responses, and assigns a dispatch priority to the incident.

After the call taker has completed gathering the essential information, the CFS is electronically forwarded to a civilian radio dispatcher (SPT). The city of Houston is divided into 11 radio dispatch positions. A radio dispatcher is responsible for as few as 15 to as many as 50 officers, depending on the position and the area to which they are assigned. To perform their job, radio dispatchers use state-of-art public safety information and communication systems, which include:

- **Automated Vehicle Location (AVL) System:** This is a satellite-based tracking system that utilizes line-of-sight to determine a vehicle's location. AVL is

designed to aid in officer safety, assist both dispatcher and field supervisors with identifying the closest available unit to a pending call-for-service. At this time, only vehicles with MDC's have AVL technology. The system has the ability to allow dispatchers, patrol stations, and divisions with AVL monitors to view all of the units assigned to their command. These AVL monitors are designed to work in tandem with the CAD system.

- **Computer Aided Dispatch (CAD) System:** The CAD system is the main command and control component of modern dispatching and assists the radio dispatcher with:
 - Managing pending calls for service.
 - Monitoring unit status.
 - Locating active field personnel.
 - Dispatching officers on emergency and non-emergency calls.
 - Updating field officers status.
 - Responding effectively to dynamic field conditions.
- **Digital Identification System (DIS):** This system identifies the unit transmitting on one of the department's FCC licensed radio channels. It allows rapid identification of officers in distress, as well as enhancing radio discipline on public safety frequencies.
- **Electronic Satellite Pursuit (ESP):** Using the Global Positioning System (GPS), ESP allows dispatchers to guide field units to the location of stolen money that contains an ESP tracking device.
- **Electronic Tracking System (ETS):** The dispatchers use this system to assist officers in the field as they use electronic triangulation to locate stolen money containing a tracking device.
- **Interoperability Communications:** This system enables the Houston Police Department to communicate via radio with other public safety and government entities across various jurisdictions.
- **Mobile Data Computer (MDC) System:** MDC's are digital communications system installed in all police vehicles. The system supports the dispatch and communications needs of the field officer and the radio dispatcher, and allows the officer to:
 - Receive dispatch assignments.
 - Monitor calls pending in his or her service area.
 - Inquire on local, state, and national database, e.g. the Houston Crime Information Center (HCIC), Texas Crime Information Center (TCIC), and National Crime Information Center (NCIC).
 - Communicate among and between one another, police supervisors, and the radio dispatcher.

- **Motorola Radio System:** This computerized radio/telephone system enables the dispatchers to efficiently communicate via radio and telephone using a graphical user interface system. This system features digital sound, trunking technology, radio coverage improvement, interoperability, and mutual aid communication access.

Statistics:

2013 (01/01/2013 – 10/31/2013):

ECD dispatched 1,145,469 calls (45,078 handled by PDU) and its Teleserve Unit entered 38,807 reports. Average response time for emergency calls (Code 1) was 5.0 minutes.

2012:

ECD dispatched 1,388,040 calls (51,412 handled by PDU) and its Teleserve Unit entered 38,048 reports. Average response time for emergency calls (Code 1) was 4.9 minutes.

2011:

ECD dispatched 1,389,468 calls (41,259 handled by PDU) and its Teleserve Unit entered 28,432 reports. Average response time for emergency calls (Code 1) was 4.5 minutes.

2010:

ECD dispatched 1,489,064 calls (39,111 handled by PDU) and its Teleserve Unit entered 36,784 reports. Average response time for emergency calls (Code 1) was 4.4 minutes.

**Calls dispatched source: HEC

**Teleserve reports source: HP Portal / WebFocus

RECORDS

The mission of Records is to function in a supporting role to the patrol and investigative divisions. Additionally, Records provides customer service to the general public, department personnel, and other criminal justice agencies by providing police offense reports and crash reports in person or by mail and fax. Records also processes the monthly Uniform Crime Report (mandated by the State of Texas), which contains specific crime data occurring throughout the city of Houston.

Auto Theft/Tow-In Section

Customer Service Clerks enter offense reports for Houston police officers, investigative divisions, The Houston Independent School District, and Harris County Constables. This section is also responsible for entering towed and repossessed vehicle information into the On-Line Offense (OLO) computer database and for the retrieval of information from the OLO computer database to assist the public and officers with answers to specific questions on police offense reports and crash reports. This section performs quality control of towed vehicles entered into the Towed Vehicle Reporting Management System (TVRMS) by city of Houston approved storage lots prior to sending the vehicles to the On-Line (OLO) computer database, and performs validations of property records entered into the TCIC/NCIC databases. This section operates 24/7.

Criminal History Section

This section is responsible for updating and performing quality control of criminal histories and dispositions relative to suspects arrested for all felony and Class A and B Misdemeanor offenses. This section also enters temporary wanted persons and local warrants into TCIC/NCIC authorized by personnel from the Houston Police Department's investigative divisions. In addition, this section updates the residence of offenders of certain crimes of violence and drug convictions for the Southern District of Texas Probation Office, and enters temporary wanted persons into TCIC/NCIC.

Expunction Section

The Expunction Sections assists Legal Services Division with the processing and completion of Court Ordered Expunctions, Juvenile Sealing's and Orders of Misuse of Identity. The section conducts a thorough check of all criminal history and disposition information relative to the petitioner using OLO and Harris County JIMS. The Expunction Section deletes arrest information listed in the court ordered expunction and removes incorrect descriptive data relative to Identity Theft cases replacing it with the correct information provided in the petition. Also forwards correspondence to the concerned divisions requesting deletion of all arrest information listed in the petition along with any and all photos, videos and audio tapes and forwards all completed files to the Legal Services Division. In addition, the Expunction Section handles Non-Disclosure Orders prohibiting criminal justice agencies from disclosing criminal history information to the public.

Public Counter Section

Customer Service Clerks provide service to the public by selling police offense reports and crash reports, and other police documents upon request. They provide fax service to customers who request police offense reports in large volumes. They respond to telephone calls and mail requests from the public requesting information on police offense reports and crash reports. This section operates 8 a.m. – 5 p.m., Monday through Friday.

Staff Review Section

Administrative Associates collect crime statistics for the monthly Uniform Crime Report, which includes information on Part I Crimes occurring in the city of Houston, along with the type and amount of stolen property. This section also serves as trouble shooter liaisons for the department by providing assistance to officers and other police personnel on problems and questions relating to the On-Line Offense System. The section also monitors the laptop computers to ensure police officer reports are timely downloaded into the mainframe computer database. They enter, modify, and cancel all of the department's stolen property records (vehicles, articles, guns, securities, and boats) into/out of the Texas and National Crime Information Center (TCIC/NCIC) Database. This section operates 24/7.

Subpoena Section

This section services the Harris County Court System and various record process companies by responding to subpoenas requesting specific records/documents from the Houston Police Department.

Records Retention Section

The Department Records Officer (DRO) is responsible for maintaining the Department Records Retention System in accordance with City Ordinance and as directed by the City Records Management Officer. The DRO is also responsible for coordinating with the City Records Management Officer and each Division Records Retention Officer (DRRO) on records retention tasks.

INVESTIGATIVE OPERATIONS



TIMOTHY N. OETTMEIER
EXECUTIVE ASSISTANT CHIEF

Investigative Operations

Timothy N. Oettmeier
Executive Assistant Chief

Special Investigations Command

Mark L. Curran
Assistant Chief

Criminal Investigations Command

Donald R. McKinney
Assistant Chief

Forensic Services Command

Matthew D. Slinkard
Assistant Chief

Office Of Technology Services

David J. Morgan
Deputy Director

INVESTIGATIVE OPERATIONS

Investigative Operations is an executive command office directed by an executive assistant chief, who reports directly to the Chief of Police.

The Investigative Operations' executive assistant chief is charged with developing and implementing management strategies that promote efficient and effective solutions to critical investigative issues. The span of control for this office includes the Office of Technology Services and three commands managed by assistant chiefs for the Special Investigations Command, Criminal Investigations Command and the Forensic Services Command.

Additional components of Investigative Operations include the Records Management System Project. This initiative is a special project that will replace many of the computerized forms, formats, and procedures used to accomplish the police mission, and create digital versions of current documentation, taking advantage of available technology. This project is headed by a Division Manager who oversees a project team of 30 personnel.

Other duties of the executive assistant chief in charge of Investigative Operations include, but are not limited to, representing the department and the Chief of Police at ceremonies, civic meetings, City Council meetings, town hall meetings, disciplinary hearings, and civil service hearings. Additionally, the position requires serving as chair to various internal committees that address organizational issues, community concerns, and political issues raised by elected officials. The executive assistant chief is also called upon to act as a liaison with city officials when designated by the Chief of Police, to include serving as the Acting Chief of Police, as appropriate and required.

OFFICE OF TECHNOLOGY SERVICES

The Office of Technology Services is headed by a civilian deputy director that is responsible for managing the department's Information Technology (IT), communications and telecommunications capabilities and services. These functions include planning, designing, developing, testing, implementing, and providing for the life cycle maintenance of the department's IT capabilities and services. Additionally, the section is responsible for providing 24/7/365 operational support of the department's mission critical information processing applications that support calls-for-service (CFS) capabilities, the on-line offense (OLO) reporting and records management systems (RMS), the Crime Center's applications, the Fusion Center, the Automated Fingerprint Identification System (AFIS), and interfaces to the Municipal Court's Integrated Case Management System (ICMS), as well as interfaces from the RMS to the city's Computer Aided Dispatching (CAD) system located at the Houston Emergency Center (HEC). Support for administrative systems, such as HPD's interfaces to SAP, Fleet Management, and other systems are also provided.

Technical Services

Technical Services encompasses four distinct areas: Customer Services, Operations, Technology Coordination, and Continuous Improvement/Training. Customer Services provides first line telephone support, first-call resolution, break/fix capabilities for all HPD user-based computer systems, account provisioning and applications access. This section also processes mainframe and network based security incidents, service requests, and administrative tasks. Operations run the department's data center facilities, server rooms, and e-mail system. They are responsible for the technical analysis, systems administration, and engineering services necessary to design, install, operate, and maintain the Unisys Mainframe, Microsoft servers, along with their associative Storage Area Network (SAN) infrastructures. In addition, Operations provides e-mail archive management and technical consulting services to the department. Technology Coordination offers technology support and consulting to the division commanders and their divisional technology coordinators. Continuous Improvement/Training reviews services and support processes for inefficiencies, which can be improved by modifying standard operating procedures and ensures compliance with the new procedures by training support personnel.

Software Services and Project Management

This section is comprised of four programming groups and the project management services. The four programming groups are: Small-Scale Development & COTS (commercial-off-the-shelf), Reporting Services, Large-Scale Development, and the Legacy Applications. The Legacy Applications group is responsible for the programs on the Unisys mainframe computer, commonly called the OLO System. This is the department's Uniform Crime Reporting (UCR) platform and is the repository for all vital data (arrests, jail booking, tows, pawns, criminal histories, etc.) and referred to as the Records Management System (RMS). The Small and Large Scale Development groups

are responsible for applications that are both COTS packages, as well as applications that are custom designed, written, and implemented by HPD technology staff. These applications development teams are composed of both civilian and classified personnel. They are responsible for developing and maintaining line of business solutions using the latest in programming tools and products to bring critical applications, such as the PRE roll call system, the citizen facing WebCOP internet based crime reporting application, and other similar high impact applications to the department. The Reporting Services group is focused on the delivery of timely and accurate management reports to the business units using business intelligence (BI) based reporting frameworks.

The Project Management Services group is staffed by personnel with extensive project management experience. Project Management (PM) is a profession that is governed by established best-practice processes and an industry body of knowledge with professional certifications. The PMO mission is to institute methodological processes for HPD projects leading to the successful implementation of new capabilities that utilize modern information technology. This group is also responsible for overseeing the department's IT Governance and long-term planning processes. This section further assists HPD organizations with the submission of their technology-related business requirements through the governance process for approval and prioritization.

Logistics Support Section

The Logistics Support Section is responsible for high technology procurement, asset management, Blackberry/air card provisioning services, and technology-related warehousing and receiving functions for the department. In addition, they provide administrative support to the deputy director's office, as well as performing the budgeting, payroll, human resource, and management reporting functions for Technology Services. They manage all of the department's computer assets, to include inventory, service/repair, replacement, and salvage of the equipment. This section also purchases, receives, and distributes all high technology equipment, supplies, and accessories for the department.

Communication and Infrastructure Support Section

The Communications and Infrastructure Support Section encompasses five distinct areas: Telecommunications, Mobile Emergency Equipment Shop, IT Infrastructure, IT Warehouse, and the Technical Services Intake Office. The Telecommunications section provides first line support for all HPD telecommunications issues, including a help desk function and a project management capability for data and voice wiring infrastructure. The Mobile Emergency Equipment Shop provides first line support for all emergency equipment including radios, mobile data computers, emergency light bars, sirens, in-car video and radar systems. The IT Infrastructure section provides logistical and design support for large scale infrastructure projects, including new police stations and storefronts. The Technical Services Intake Office provides first line support for air card equipped mobile data computers, as well as walk-ins for laptop repair, printer repair, and hand held ticket writing equipment support.

SPECIAL INVESTIGATIONS COMMAND



MARK L. CURRAN
ASSISTANT CHIEF

**Special Investigations
Command
Mark L. Curran
Assistant Chief**

**Auto Theft
Michael D. Graham
Captain**

**Gang
Michael L. Skillern
Captain**

**Major Offenders
Randy D. Ellen
Captain**

**Narcotics
Milton D. Brown
Captain**

**Vehicular Crimes
Dwayne T. Runyan
Captain**

**Vice
Charles G. Dunn
Captain**

SPECIAL INVESTIGATIONS COMMAND

The Special Investigations Command (SIC) has citywide responsibility for delivering a diverse array of specialized investigative police services to the city of Houston and the surrounding area. An assistant chief is responsible for the oversight and supervision of the following divisions within SIC:

- Auto Theft
- Gang
- Major Offenders
- Narcotics
- Vehicular Crimes
- Vice

The assistant chief of SIC also has management and oversight responsibilities for the Convenience Store Unit. The Convenience Store Unit is responsible for registration of community convenience stores, review of the City Ordinance (originally implemented in 2008) and providing training related to the Convenience Store Ordinance.

AUTO THEFT

The Auto Theft Division is responsible for investigating thefts of motor vehicles and vehicle parts, as well as investigating burglaries of motor vehicles. It is organized into the following five units:

Grant

The Grant Unit is funded by a state agency. Also known as the Houston Auto Crimes Task Force (HACTF), the Grant Unit is comprised of five squads. The *Auto Theft Crime Reduction Squad* investigates the sale or purchase of automobile components stripped from stolen vehicles. It also investigates hot spots and coordinates with patrol divisions to assist in crime reduction strategies including short- and long-term proactive investigations. The *Salvage Shop Squad* investigates vehicles rebuilt with stolen salvage or Public Vehicle Identification Numbers (PVIN), as well as investigating the import and export of stolen vehicles or auto parts. The *Hispanic/Covert Operations Squad* is responsible for identifying, investigating, infiltrating, and apprehending those individuals and organizations involved in the theft of motor vehicles that are subsequently transferred south of the Texas and United States border. The *Port/Accessory Squad* is responsible for investigating stolen heavy equipment, tractor-trailers, and or motorcycles at the area Port and Accessory Shops. The *Crime Reduction Squad* is involved in promoting crime reduction initiatives, such as PVIN etching, Help End Auto Theft (HEAT), and public relations projects.

Proactive

The Proactive Unit is comprised of two squads. The *Crime Reduction Squad's* primary focus will be on emerging crime trends as identified through crime analysis. Specific plans of actions will be implemented utilizing various methods and technologies. Its mission and focus will be to employ innovative and aggressive strategies to reduce auto crimes in the targeted areas. The *Bait Vehicle Squad* is responsible for the management, monitoring, and maintenance of the departmental bait vehicle program.

Incoming Case Investigations

The Incoming Case Investigations Unit is responsible for conducting follow-up investigations on auto theft, burglary of motor vehicle, and theft from motor vehicle cases, case assignment, and tracking.

Support Services

The Support Services Unit is responsible for daily divisional activities, such as in-service training, policy and procedure updates, and personnel issues. The unit is also responsible for the division budget, crime analysis, confidential informant files and funds, inventory control, property conversion, property hearings, fleet coordination, special projects, assisting when necessary with reactive cases, and facilities maintenance.

Special Investigations

The Special Investigations Unit includes the Property Disposition Squad, Violent Crimes Capital Task Force, Identity Theft/Document Fraud, Vehicle Compound, and Case Management/TTY. The *Violent Crimes Task Force* is responsible for coordinating investigations among many agencies, such as ICE and the FBI. *Identity Theft/Document Fraud* is responsible for investigating auto theft crimes related to identity theft and theft of documents as a result of the auto theft and/or burglary of motor vehicle. Many of these are long-term, highly complicated investigations. *Case Management/TTY* handles case review and screening, Teletype operations, incoming telephone calls from officers and citizens, walk-in customers, and reception duties. Also responsible for investigating and disposing of evidentiary property along with the processing of “hold” prisoners. The *Vehicle Compound* is responsible for storing, processing, and releasing vehicles towed to the Dart Street storage lot.

GANG

The Gang Division was formed by the Houston Police Department in March of 2005 and is responsible for the review and verification of all gang-related crimes in Houston, the documentation and input of gang and gang members' information into the Houston Police Department Gang Tracker Database, and the proactive police investigations of the Multi-Agency Gang Task Force. Along with these tasks, this division is a resource for all other divisions' efforts against gang-related criminal activity. The division is divided into the following four units:

Crime Reduction Unit (CRU)

This unit targets high crime areas throughout the city. These areas are selected by analyzing crime trends through the use of data obtained from the Crime Analysis System Enhancement (CASE), Uniform Crime Report (UCR), and Gang Tracker databases. The primary goal of the CRU is to identify and arrest as many wanted fugitives, repeat offenders, and criminals as possible, while communicating the Police Department's intent to reduce crime and fear to everyone they come in contact with. The CRU also regularly assists the other investigative divisions within the department, as well as other law enforcement agencies, with on-going investigations.

Gang Injunctions

The task of initiating Gang Injunctions in the city of Houston is a process involving the City Attorney's Office, the Gang Division, and HPD patrol divisions, to include member agencies of the Multi-Agency Gang Task Force. In this process, high gang crime areas are identified and gang injunctions are filed. Civil gang injunctions target specific gang members and prohibit certain activities within the identified "Safety Zone." Violations of the injunction have criminal penalties.

GREAT Unit

The Gang Resistance Education and Training (GREAT) Program helps youths avoid gang membership, resist violence and criminal activity, and develop a positive relationship with law enforcement. The GREAT Program produces attitude and behavioral changes through a unique combination of skills training, cooperative learning, discussion, and role playing. Students are provided with many opportunities to model and practice beneficial life skills. The officers assigned to this program teach sixth grade students in eight middle schools within the Houston Independent School District (HISD) and two middle schools within Spring Branch ISD. These schools were selected due to their locations in high-risk gang areas. During calendar year 2013, there were 3,500 students participating in the GREAT Program within HISD and approximately 500 middle school students within Spring Branch ISD.

Houston Area Multi-Agency Gang Task Force (MAGTF)

The HPD Gang Division coordinates the Houston Area Multi-Agency Gang Task Force with the Texas Department of Public Safety (DPS) Criminal Intelligence Service, the Drug Enforcement Administration (DEA), the Bureau of Alcohol, Tobacco, and Firearms (ATF), Immigration and Customs Enforcement (ICE), the Federal Bureau of Investigation (FBI), the United States Marshals Office, the Harris County Sheriff's Office (HCSO), and other High Intensity Drug Trafficking (HIDTA) initiatives. An Assistant District Attorney with the Harris County District Attorney's Special Crimes Bureau and an Assistant United States Attorney are readily available and are integrally involved in all gang investigations. Furthermore, in October of 2010, the Houston Area (MAGTF) created a website called StopHoustonGangs.org.

Intelligence/Administrative

The Intelligence/Administrative Unit reviews all police incident reports that are coded as "gang crimes." These reports are not officially gang-related until this unit verifies that the crime meets the criteria established in HPD General Orders. All gang and gang member information from the department is also reviewed and entered into the database by this unit. Gang member names are not to be entered unless they meet the requirements of state law. This unit also acts as a resource of gang intelligence for all divisions of the Houston Police Department and other law enforcement agencies.

The unit also handles the analyses of all citywide gang crimes, acts as a liaison to other law enforcement agencies for the sharing of this crime information, and acts as a liaison between the division and the patrol divisional gang units. They provide a resource for intelligence and manpower to both the patrol and investigative divisions. This unit in conjunction with divisional gang units handles neighborhood meetings and complaints on gang activity.

Additionally, the Intelligence/Administrative Unit handles the administrative functions of the Gang Division. These duties include, but are not limited to, preparing budget reports, compiling monthly and quarterly reports, overseeing federal grants, and inventory control of equipment and vehicles.

Proactive Investigative Squads

The mission of the HPD Gang Division's proactive investigative squads are to conduct long-term investigations in a coordinated effort with multiple HPD divisions, the Houston Area Multi-Agency Gang Task Force (MAGTF), and High Intensity Drug Trafficking Area (HIDTA) initiatives, in identifying major gangs and gang leaders in the Houston metropolitan area, and work towards dismantling and disrupting their illegal activities regionally or on a state wide bases. The squads are comprised of HPD officers and agents from the Drug Enforcement Administration (DEA), Bureau of Alcohol, Tobacco, and Firearms (ATF), and Immigration and Customs Enforcement (ICE) that are assigned to the HPD Gang Division.

StopHoustonGangs.org

The newly created StopHoustonGangs.org website is a joint partnership with the Multi-Agency Gang Task Force. The Task Force consists of federal, state and local law enforcement agencies in the Houston Metropolitan area. The website was created to provide the public with information on gangs and to obtain gang information and tips to help solve crimes, specifically gang-related crimes.

MAJOR OFFENDERS

The Major Offenders Division is responsible for the investigation of highly specialized and often unique types of criminal activity that fall outside the scope or expertise of other investigative divisions. The division's cases are predominately related to felony offenses and involve habitual or career offenders. The division consists of four units, which are generally subdivided into squads.

Administrative Staff

This squad is responsible for all divisional administrative functions, including budget, payroll, in-service training, time and attendance, confidential informant funds, case files, personnel files, vehicle coordination, inventory control, divisional correspondence, and special projects.

Targeted Offenders Unit

Career Criminal Squad. This squad conducts proactive covert investigations into criminal activity and ongoing criminal enterprises. Squad members often handle unusual criminal cases not under the purview of other investigative divisions.

Fugitive Squad. This squad is responsible for processing fugitive prisoners, executing fugitive arrest warrants, and attending prisoner extradition hearings. Additionally, squad members assist other HPD personnel and outside agencies with issues related to the arrest or processing of fugitives.

Parole Violator Squad. The focus of this squad is on the apprehension of parole violators and other wanted individuals.

Gulf Coast Violent Offenders Task Force. The Major Offenders Division is part of this multi-agency task force assigned to the U.S. Marshals Service. The GCVOTF combines resources and databases to identify and locate wanted fugitives in the greater Houston area.

Special Thefts Unit

Environmental Investigations. This squad investigates cases that involve illegal dumping or disposal of waste and hazardous materials.

Police Impersonation Squad. This squad is responsible for investigation of all cases involving individuals or groups who pretend to be police officers in order to carry out offenses against citizens. Cases investigated by this squad include, but are not limited to, robbery, sexual assault, kidnapping, theft and any other incident in which the suspect pretends to be a police officer. This squad is also responsible for the investigation of all cases involving individuals who are impersonating security officers and improperly licensed security officers.

[Swindle Squad](#). This squad investigates cases involving street level confidence crimes perpetrated by con men. The squad maintains files on known swindlers and modus operandi files on various types of swindles.

[Cargo Theft / Fence Squad](#). This squad investigates cargo thefts, fencing operations, heavy equipment thefts, and salvage yards.

[Livestock / Animal Cruelty Investigations](#). This squad is responsible for investigating livestock thefts and cruelty to animal crimes.

Inter-Agency Task Forces

[ATF Task Force](#). This task force works jointly with the Bureau of Alcohol, Tobacco, Firearms and Explosives in two different areas of major crime, one being firearms trafficking and the second being proactive investigations targeting organized criminal groups committing aggravated robbery/home invasions in and around Houston and Harris County. Task Force Officers utilize State and Federal laws and statutes to disrupt illegal firearms trafficking with the most comprehensive prosecution and penalties.

[FBI Asian Organized Crime](#). This task force works jointly with the Federal Bureau of Investigation to identify and impact criminal enterprises in the Asian, Russian and European communities. Task Force Officers work reactively and proactively to develop information and leads related to emerging crime throughout these communities, as well as internationally.

[FBI Criminal Enterprise Group I \(Safe Streets, Multi-Agency Gang Task Force\)](#). This task force works jointly with the Federal Bureau of Investigation, as well as a number of other federal and local agencies, to identify and target for prosecution the members and leaders of violent street gangs within the greater Houston area. Task Force Officers target those criminals engaged in a vast array of criminal activity including but not limited to drug trafficking, money laundering, alien smuggling, crimes of violence, robbery, and carjacking.

[FBI Criminal Enterprise Group II \(Major Thefts Task Force\)](#). This task force works jointly with the Federal Bureau of Investigation to identify and conduct prioritized investigations of Major Theft criminal enterprises operating throughout the greater Houston area. Task Force Officers seek to optimize the efficiency and effectiveness in application of Federal/State/Local law enforcement resources through well-coordinated investigative endeavors.

[FBI Cyber Crimes Task Force](#). This task force works jointly with the Federal Bureau of Investigation to identify and coordinate investigations where computers and related high technologies are a critical component of criminal activity or misused in a manner that threatens national security. Task Force Officers work to achieve maximum inter-agency cooperation and support, both in investigative resources and prosecution to impact cyber crime.

[FBI Greater Houston Regional Computer Forensic Laboratory \(GHRCFL\)](#). The GHRCFL is an FBI-lead forensic laboratory which includes members from multiple law enforcement agencies throughout the greater Houston area. Member analysts provide uniform, high quality computer forensic analysis to member agencies for the purpose of solid evidence in criminal investigations.

NARCOTICS

The Narcotics Division is charged with the suppression of illegal possession, manufacture, and distribution of controlled substances. To counter the threat of illegal narcotics-related violence and crime, the Narcotics Division has developed multifaceted strategies and initiatives targeting and attacking all levels of this complex problem. The suppression of such narcotics activity is accomplished through proactive investigations utilizing intelligence gathering capabilities, surveillance, confidential informants, and undercover operations.

A number of investigative specialized squads were created in response to the complexity of tasks that narcotics officers must undertake, either alone or in conjunction with other agencies. These squads and their basic responsibilities are described below:

General Narcotics Enforcement Squads

These squads are responsible for conducting narcotics investigations that impact consumer/mid-level narcotics activity within the Greater Houston area. These investigations are conducted using strategies such as buy/busts, search warrants, reversals, and the use of confidential informants.

Houston Intelligence Service Center / HISC - HIDTA

Houston Intelligence Service Center (HISC) is a multi-jurisdictional endeavor tasked with organizing the delivery of accurate and timely strategic, organizational, and tactical intelligence on drug-related activity within the Houston High Intensity Drug Trafficking Area (HIDTA) that is consistent with the goals and objectives of the National Drug Control Strategy. HISC is the focal point of all intelligence developed by the other Houston HIDTA initiatives.

Major Drug Squad Initiative / MDS – HIDTA

The Major Drug Squad (MDS) is a multi-jurisdictional task force conducting complex investigations of drug trafficking organizations (DTO) operating at regional, national, and international levels. MDS is tasked with disrupting and dismantling those DTOs at their highest level. Additionally, MDS promotes enhanced and coordinated drug control efforts with other local, state, and federal entities.

Targeted Narcotics Enforcement Team / TNET - HIDTA

The Targeted Narcotics Enforcement Team (TNET) addresses mid-level DTOs, “club drugs”, stash houses, and informant development through the efforts of the Forfeiture Abatement Support Team (FAST).

Forfeiture Abatement Support Team (FAST) / TNET – HIDTA

The Forfeiture Abatement Support Team (FAST) is a specialized unit within the Narcotics Division that takes both a proactive and reactive approach to addressing crime levels within the city of Houston and specifically with property owners. This unit operates under Chapter 125 of the Texas Practice and Remedies Code and attempts to gain compliance from property owners in abating the crimes that occur on their properties by encouraging methods of crime reduction. FAST works in conjunction with the City Attorney's Office, and when property owners fail to take appropriate measures in abating the crime on their property, the City Attorney's Office has the ability to file a lawsuit against the property owners, which can result in up to a one year injunction.

Houston Money Laundering Initiative / HMLI – HIDTA

The Houston Money Laundering Initiative (HMLI) is a multi-jurisdictional task force established to intercept narcotics trafficking profits through the identification, arrest, and prosecution of money launderers and their organizations. The task force also analyzes data to reveal new trends and methods of money laundering in order to effectively adjust their investigation efforts.

Truck, Air, Rail and Port Task Force / TARP – HIDTA

The Truck, Air, Rail and Port Task Force (TARP) is a multi-agency initiative that attempts to interdict illegal drugs and currency and the traffickers thereof through investigative enforcement at hubs of distribution.

Pharmaceutical Diversion Squad / TARP – HIDTA

The Pharmaceutical Diversion Squad is a multi-agency initiative charged with disruption of the trafficking of pharmaceutical controlled substances in the Houston area by immobilizing targeted violators and trafficking organizations. The investigative goal is to disrupt, dismantle, and destroy these organizations and seize their assets.

Narcotics Operations Control Center / NOCC - HIDTA

The Narcotics Operations Control Center operates 24-hours a day / 7-days a week and provides the law enforcement community with the ability to deconflict any location that is the subject of any investigation and prompts for the coordination between requesting case agents for deconfliction requests that share location proximities. This system prevents duplication of efforts by participating agencies, promotes enhanced communication between agencies, and increases officer safety by preventing potential “blue-on-blue” incidents. The NOCC also facilitates the processing and submission of narcotic evidence to the HPD Crime Lab, coordinates the hold/release of prisoners charged criminally with narcotics-related offenses, and serves as the Narcotics Division’s personnel and information resource, as well as the liaison for Narcotics Division-related significant events with the HPD Command Center.

Heroin Squad / HIDTA

The Heroin Squad is a multi-jurisdictional task force conducting complex investigations of DTOs specializing in the organized sale and distribution of heroin at the regional, national, and international levels.

Canine Squad

The Canine Squad provides operational support in establishing probable cause for search warrants, controlled deliveries, and the seizure of currency suspected to be the illegal proceeds of narcotics activity. Canines are also essential in locating hidden narcotics in vehicles and during search warrants.

In addition, the Narcotics Division also has a Support Section, which includes the following units:

Administrative

The Administrative Unit is responsible for annual budget preparation, expenditures, tracking and inventory control, as well as record keeping and reporting.

Training

The Training Unit is responsible for instructing both divisional and outside personnel in specialized job-specific training in addition to quarterly firearms training. The training is deemed necessary to ensure that narcotics officers, as well as officers from those divisions within the Special Investigations Command, effectively conduct enforcement actions in a safe manner. Additionally, the Training Unit provides specialized training to numerous outside law enforcement agencies.

Asset Forfeiture Unit

The Asset Forfeiture Unit oversees state and federal seizures as provided by Chapter 59 of the Texas Code of Criminal Procedure and Title 21 of the United States Code, and processes all asset forfeitures for the Houston Police Department. The unit manages and maintains all confidential informant applications and permanent files. All property disposition matters are handled by this unit. Expense letters and all associated reporting are processed monthly for reconciliation, permanent record and auditing purposes.

VEHICULAR CRIMES

The Vehicular Crimes Division (VCD) serves as the department's experts on motor vehicle crashes and provides cadet and in-service training in crash scene investigations. The primary mission of VCD is the investigation of catastrophic crashes occurring within the city of Houston. They have primary investigative responsibility in all such cases that do not include the suspect's specific intent to cause injury or property damage. VCD is specifically tasked with investigating crashes with a criminal nexus, such as fatal crashes, Failure to Stop and Render Aid (FSRA) and Failure to Stop and Give Information (FSGI) accidents, as well as crashes involving HPD and HFD fleet vehicles. The accomplishment of this mission involves four primary entities – Administrative, Crash Investigation, Crash Reconstruction, and the Hit and Run Unit.

Administrative Unit

The personnel assigned to the Administrative Unit have the responsibility of the day-to-day administrative operations of the division. These responsibilities include vehicle and budget matters, in-service training, grants and records maintenance, daily and monthly financial and productivity reports, and timekeeping records. The primary function of this unit is to support VCD investigators and other divisions within the department, as well as the City's Legal Department, HPD Public Affairs and citizens.

Crash Investigation Unit

This unit's primary assignment is to respond and investigate catastrophic crashes and ensure freeway mobility during the morning and evening peak travel times on Houston's freeway system, supported by the SAFEclear program. The Crash Investigation units, working in conjunction with the Traffic Enforcement Division, accomplish this mission through freeway incident mitigation and traffic enforcement to curtail unsafe/illegal driving practices.

Crash Reconstruction Unit

This unit provides technical expertise for fatal crashes and all other vehicular crashes with a criminal nexus. This unit also provides the primary crash investigations instruction for VCD and police academy cadet training. The primary mission of the Crash Reconstruction Unit is to work in conjunction with the Crash Investigation units and the District Attorney's Office to provide technical expertise for the analysis and reconstruction of fatal collisions and all other crashes with a criminal nexus.

Hit and Run Unit

The primary mission of the Hit and Run unit is to conduct on-scene investigations for FSRA accidents and to conduct follow-up investigations on FSRA and FSGI accidents. This unit also conducts follow-up investigations on property damage hit and run collisions.

The Vehicular Crimes Division also contains ancillary functions comprised of the Auto Dealers Detail and the Identity Verification Unit:

Auto Dealers Detail

The Auto Dealers Detail is charged with the responsibility of licensing and regulating the automotive industry. Also, the detail is responsible for three city contracts: SAFEclear program, police authorized tow service agreements, and police private storage lot agreements to ensure the most effective and efficient response to traffic scenes requiring the towing of vehicles. Further, the detail investigates complaints regarding the automotive industry to ensure compliance to laws associated with their regulation.

Identity Verification Unit

The Identity Verification Unit provides fingerprinting services for all of the Department's applicants, contractors and volunteers. The unit is also responsible for ensuring the quality control of applicants entered into the Department's fingerprint database, public fingerprinting, filing of applicant cards and the preparation of police clearance letters.

VICE

The Vice Division is a functional component of the Special Investigations Command that is charged with the suppression of prostitution, illegal gambling, human trafficking, sexually oriented business enforcement, and Texas Alcoholic Beverage Commission (TABC) code violations. Additionally, the division responds to citizen complaints regarding vice-related activities and supports other departmental personnel and outside agencies in related investigations.

The suppression of illegal vice-related activity is accomplished through proactive investigations utilizing intelligence gathering capabilities, surveillance, confidential informants, and undercover operations. The following squads are assigned to the Vice Division:

Administrative Squad

This squad conducts vice-related computer investigations and is responsible for day-to-day administrative duties and investigative hold authorizations.

Day Shift General Vice – North Squad and South Squad

The North Squad commonly operates in the section of the city that is generally located north of Interstate 10. The South Squad commonly operates in the section of the city that is generally located south of Interstate 10.

These units investigate illegal gambling, to include bookmakers, the use of gambling devices in local bars, areas of entertainment, businesses, and illegal casinos, illegal card games, and carnivals.

In addition to gambling enforcement, these units investigate escort services, massage parlors, modeling studios, and topless clubs suspected as being fronts for prostitution and work with City Legal to craft civil injunctions and judgments against said establishments. They are also responsible for conducting street prostitution stings in conjunction with the appropriate divisional tactical units. These units investigate all forms of pornography in the city.

These units are also responsible for enforcing and investigating the city's Sexually Oriented Business (SOB) ordinance. This ordinance controls the placement of various businesses in the city that require SOB permits.

Finally, the enforcement of TABC laws is also the responsibility of these squads.

Day Shift Major Investigations Squad

Their area of concentration is focused on long-term investigations. Using vice law violations as a basis for their investigations, this squad works closely with the Harris County District Attorney's Office (HCDAO) to complete Organized Crime and/or Money Laundering investigations centering on seizing illegal gained assets.

Human Trafficking Unit (HTU)

This unit will be responsible for investigating and combating all aspects of Human Trafficking in and around Houston, whether in the sex industry, or forced labor, including both domestic and international trafficking. The HTU will work closely with the federal task forces on human trafficking as well as the City and County Legal Departments, Harris County District Attorney's Office and other local law enforcement agencies.

Night Shift General Vice

These units investigate illegal gambling, to include bookmakers, the use of gambling devices in local bars, areas of entertainment, businesses, and illegal casinos, illegal card games, and carnivals.

In addition to gambling enforcement, these units investigate escort services, massage parlors, modeling studios, and topless clubs suspected as being fronts for prostitution and work with City Legal to craft civil injunctions and judgments against said establishments. They are also responsible for conducting street prostitution stings in conjunction with the appropriate divisional tactical units. These units investigate all forms of pornography in the city.

These units are also responsible for enforcing and investigating the city's Sexually Oriented Business (SOB) ordinance. This ordinance controls the placement of various businesses in the city that require SOB permits.

Finally, the enforcement of TABC laws is also the responsibility of these squads.

CRIMINAL INVESTIGATIONS COMMAND



DONALD R. MCKINNEY
ASSISTANT CHIEF

**Criminal Investigations
Command
Donald R. McKinney
Assistant Chief**

**Burglary & Theft
Arnie H. Anderson
Captain**

**Homicide
Dwayne W. Ready
Captain**

**Investigative First Responder
Steven S. Spears
Captain**

**Juvenile
Jay L. Jones
Captain**

**Robbery
Lori A. Bender
Captain**

**Special Crimes
Jennifer L. Evans
Captain**

CRIMINAL INVESTIGATIONS COMMAND

The Criminal Investigations Command (CIC) has citywide responsibility for delivering a diverse array of specialized investigative police services to the city of Houston and the surrounding area. An assistant chief is responsible for the oversight and supervision of the following divisions within CIC:

- Burglary & Theft
- Homicide
- Investigative First Responder
- Juvenile
- Robbery
- Special Crimes

CIC is also responsible for the Victim Services Unit, the Crime Stoppers Unit, and a Victims Advocate.

Victims Services

The Victim Services Unit assists victims of violent crime, as well as their families, by providing assistance and referrals based on the specific needs of the victim. The unit works closely with various social services and legal agencies within the city of Houston and Harris County, and is familiar with a wide variety of resources available to crime victims.

Crime Stoppers

The Crime Stoppers Law Enforcement Task Force is responsible for receiving anonymous tips from the public regarding felony crimes or fugitives from justice. This task force works with all investigative units in disseminating information received in order to further investigations, which ultimately may lead to the arrest and charging of the person(s) responsible for these types of crimes.

Victim's Advocate

The Victim's Advocate works with all local victim service providers and non-profit organizations to facilitate pooling of resources to assist crime victims. The advocate represents victims and survivors before the Parole Board and coordinates annual events, such as the National Day of Remembrance, National Crime Victims Rights Week, Memorial Holiday Tree Ceremony, and Unsolved Homicide Day.

BURGLARY & THEFT

The Burglary and Theft Division is managed by a captain who has responsibility for the investigation of all property crimes with the exception of auto-related thefts. The primary units and details of the division are as follows:

Administrative Unit

This unit is tasked with the responsibility of assuring an unencumbered flow of the daily operations and functions of the office environment. Provides timely responses to inquiries from the public and internal entities. Maintains all divisional records and files, provides updating on an ongoing basis on either daily, monthly or quarterly schedules. Ensures that technology upgrades, both in software and hardware, are provided and that all divisional users receive the proper training and access required.

Alarm Detail

The Alarm Detail is responsible for enforcement of regulations, which govern all residential and commercial alarms within the city limits. It provides advice to citizens regarding proper permitting for specific alarm systems, and if necessary, assists them in identifying and rectifying permitting problems. It also handles all permit revocation hearings, as well as inspection of alarm systems and issues citations, when appropriate.

Crime Analysis Unit

This unit is responsible for assisting investigation units, other divisions and outside agencies with the identification of crime patterns, suspects and suspect locate services. This unit also maintains and audits the Case Management system and serves as the divisional administrators for several investigation programs.

Financial Crimes

The Financial Crimes Unit is responsible for the ongoing investigations pertaining to any and all crimes related to identity theft, inclusive of crimes related to forged documents to include personal, commercial, and governmental entities. The unit is also responsible for investigating credit card abuse, counterfeit currency, fraudulent identifications, and some white collar crime. Likewise, there are officers who are assigned to the Houston Area Fraud Task Force and work closely with the U.S. Secret Service in investigating multi-jurisdictional and international fraud crimes.

Intake Unit

This unit is tasked with the responsibility of processing, monitoring, and finalizing the documentation pertaining to the hold placed on prisoners who are handled by the division. Before a hold is placed on a suspect, the unit reviews the facts of each case and determines

if an investigative hold is appropriate at the time. They handle teletypes from other agencies and respond to each within the time parameters mandated by law. The unit may also assist citizens by providing general information in an effort to educate them regarding their specific incident.

Investigations

The unit is primarily responsible for follow-up investigations related to the unauthorized entry of a building or habitation with the intent to commit a felony or theft. Their jurisdiction encompasses the incorporated city limits of the city of Houston. The division may also investigate cases pertaining to theft, criminal mischief, and criminal trespass. Six squads make up the investigative details and each squad is responsible for all investigations occurring in a particular sector of the city. Due to the high volume of cases received by the division, scrutiny of each case is imperative so that only those cases with the potential for successful clearance are assigned for follow-up investigation. Each investigator manages every aspect of the case from assignment to final disposition. Though the division would like to investigate every case, the reality is that not every case possesses sufficient solvability factors that would lead to a positive disposition or successful prosecution.

Metal Theft

Currently, the city of Houston is home to 110 scrap metal businesses. This unit is responsible for the inspection and investigation of records, articles, transactions, follow-ups, and prosecution of infractions within the purview of these establishments. Officers assigned to this unit conduct audits requiring on-site inspections of transaction records, direct comparison of article to documented record, monitoring of suspicious activity, issue citations when necessary, conduct surveillance and execution of warrants during proactive initiatives, and/or present cases to the District Attorney's Office for review and prosecution.

Pawn Detail

The officers of the Pawn Detail are tasked with monitoring the activities and inspecting the transactions of 135 pawn shops within the city limits. By retrieving and inspecting the individual pawn slips and scrutinizing the types of transactions that are being conducted, investigators are better able to identify and take custody of stolen and questionable property. Investigators also work closely with other divisions and agencies to recover property that may lead to solving incidents other than property crimes.

Precious Metals Unit

Officers assigned to the Precious Metals Unit inspect approximately 300 jewelry dealers involved in the purchase of secondhand crafted precious metals for compliance with city and state laws. Investigators are responsible for ensuring that businesses are recording and reporting all daily transactions properly and accurately. Through the use of electronic on-line reporting, Investigators monitor businesses transaction to compare items sold to

dealers to items reported stolen. In addition, the Precious Metal Unit assists other divisions and law enforcement entities with jewelry related crimes. The Precious Metal Unit trains officers and businesses on the proper use and the effectiveness of using the electronic on-line reporting database. Lastly, Investigators conduct undercover operations on businesses and individuals engaged in criminal activity and related to the purchasing of secondhand jewelry. Investigators will issue citations and file charges when appropriate.

Property Detail

Officers assigned to the Property Detail review incident reports for property dispositions, generate supplemental reports, administer property hearings, dispose of property through the adjudication process, and investigate found property incidents. Ultimately, they strive to reunite citizens with lost or stolen property by advising the persons how to navigate through the process.

HOMICIDE

The Homicide Division, which is managed by a captain, is responsible for the investigation of “crimes against persons” offenses that are committed in the city of Houston. The division is organized into the following:

Homicide Squads

- The Homicide Squads are responsible for investigating all homicide-related offenses. This includes the scene and follow-up investigations of all homicides, officer-involved shootings, and questionable death incidents in which foul play is suspected. The Homicide Squads are also responsible for the investigation of missing persons in which criminal activity is suspected. These squads, in tandem with patrol units, also respond to and investigate in-progress kidnappings.
- The Cold Case Squad is a group of investigators, who have the sole purpose of reviewing old homicide cases for new investigative leads or evidence.
- The Gang Squad is responsible for investigating gang-related murders in Houston and collaborating with the Multi-Agency Gang Task Force of the FBI working under the Safe Streets Initiative and under the authority of the Safe Streets Task Force Memorandum of Understanding.
- The Investigative Hold Desk provides 24-hour assistance and information to all police personnel and citizens, in addition to coordinating the Homicide Division response to all major crime scenes.

Investigative Support

The Investigative Support Detail assists all investigative units with acquisition of information from public utilities, credit bureaus, and computer databases, including historical details from archived resources. It also assists in performing tactical crime analysis and liaisons with non-Houston Police Department crime analysis units.

Major Assaults Unit

The Major Assaults Unit conducts investigations of all non-family, adult assaults in which the complainant is expected to survive. These include offenses involving hate crimes, deadly conduct, harassment, and terroristic threats. Additionally, it performs follow-up investigation of kidnappings not investigated as in-progress offenses.

INVESTIGATIVE FIRST RESPONDER

The Investigative First Responder (IFR) Division is responsible for responding to reports of and follow-up investigations involving criminal activities. The division is currently represented at each patrol station with the exception of Kingwood. IFR officers are in uniform and use marked patrol vehicles to respond to calls and conduct investigations. The IFR philosophy is to quickly respond to crimes with leads in an effort to decrease the “time to jail” for suspects in the hope of limiting repeat offenses made by the suspect before they are apprehended. The division is also supported by an Administrative Unit that is responsible for handling general administrative and office operations, including coordinating in-service training, asset inventory, budgetary reports, and technology services.

Paroled Offender Unit

The Paroled Offender Unit proactively reviews suspects on parole to find those who are continuing to commit violent crimes. The unit works in conjunction with the Harris County Parole Department in actively seeking felony parole violation warrants on these offenders. No charges are necessary for a parole violation warrant to be issued, so long as the Paroled Offenders Unit can show evidence that a cycle of violence is occurring. The Paroled Offenders Unit works with all divisions inside the Houston Police Department regarding suspects that are currently on parole.

Warrant Execution Team (WET)

The IFR Warrant Execution Team is responsible for conducting undercover search and surveillance of violent suspects with outstanding felony warrants. By using confidential informants and citizen contacts, the violent suspects are then placed under surveillance, and WET calls in an arrest team to make the apprehension. Other duties include, but are not limited to, assisting other divisions in apprehension of suspects and parole office pick-up arrests.

JUVENILE

The Juvenile Division is responsible for processing arrested juveniles and investigating crimes in which juveniles are suspected of being the perpetrator. It is also responsible for the investigation of juvenile runaways, cases involving physical and/or sexual abuse of a child, cases of serious child neglect, and missing person cases, both adult and juvenile. Additionally, the Juvenile Division registers juvenile sex offenders and adult sex offenders whose victims are juveniles. The division is organized into the following units.

Intake Unit

This unit is responsible for intake prisoner processing, prisoner transport, assisting walk-in complainants, and taking missing person/missing juvenile reports. There are three intake units, one assigned to each shift, so that this function operates 24 hours a day, seven days a week.

Juvenile Offenders Squad

This squad is responsible for follow-up investigations of offenses committed by juvenile suspects. Investigations conducted by officers of this squad typically involve property crimes.

Missing Persons Squad

The Missing Persons Squad maintains and investigates all reports of missing persons of all ages. While this squad works the day shift, reports are taken 24 hours a day and squad members are subject to call-up, as needed, to coordinate investigations and search efforts. Additionally, this squad investigates criminal cases of custodial interference and related offenses as outlined in the Texas Penal Code. This squad does not intervene in disputes arising over visitation or other disagreements more appropriately addressed in civil court.

Physical Abuse Squad

Two squads investigate child injury cases that occur in caretaker situations (e.g., family or institutional settings). These squads are also divided geographically into North and South squads. Squad members are subject to call-up, as needed, to coordinate investigations.

Sex Offender Registration/Compliance Squad

This squad is responsible for the registration and updating of files for all sex offenders. This includes photographing and fingerprinting sex offenders, providing accessibility to registrant status information to the public, and the notification of local schools. Officers also perform compliance checks of registrants.

Sex Crimes Unit

Six sex crimes squads investigate sexual assaults, indecency, child pornography, and other similar cases involving juveniles as either complainants or suspects. Three squads are located in the Children's Assessment Center, 2500 Bolsover. Two of the squads handle sex crimes cases involving family members and the third handles intake and coordination with CPS. The other three squads are located at the Juvenile Division, 8300 Mykawa Road, and handle all other sex crimes cases. Two of these squads are divided geographically into North and South Squads, and the third squad is the Sexual Exploitation Task Force.

Investigators assigned to the Sexual Exploitation Task Force investigate the sexual exploitation and solicitation of children via the internet and other technologies. Squad members are subject to call-ups as needed to coordinate investigations. The Juvenile Sex Crimes Unit serves as the lead agency for the Federal Internet Crimes Against Children Grant and the Office of the Governor's Criminal Justice Division for the Internet Crimes against Children Task Force: Houston-Metro, Texas-Legislative Funding – Personnel Grant. Both grants are used to fund personnel, equipment, and training for the Houston-Metro ICAC task force made up of approximately 46 agencies operating in the eight county region.

Support Services Unit

This unit is responsible for managing and maintaining divisional resources that include, but are not limited to, vehicles, computers, training, and the budget. This squad also handles routine administrative duties (e.g. property disposition forms, record expunctions), as well as special projects.

ROBBERY

The Robbery Division is responsible for conducting investigations concerning all penal code classifications of robbery offenses, as well as theft from person and extortion cases. These activities may be in the form of initial, follow-up, or proactive investigations. Major activities include identifying and apprehending suspects, interrogating offenders, conducting line-ups, filing charges, coordinating investigations with other agencies, preparing cases for prosecution, and testifying in court.

Investigative squads are deployed in both generalist and specialist configurations. In addition, they operate under the concept of decentralized operations with centralized command and control.

Administrative

The Administrative Unit maintains the division's case management system and produces various statistical reports. It is responsible for division budget records, equipment, inventories, training, attendance records, and the division's crime analysis function. Additionally, the unit manages the video services (e.g., confession and crime scene videos, video line-up programs) and the Forensic Composite Sketch Artist.

Contact Squad

The Contact Squad is a group of robbery personnel who follow up with every robbery related case that had no workable leads or solvability factors at the time the report was made. The squad members contact the complaint to determine if any new additional information can be added to the report.

Pending Case Squad

The Pending Case Squad handles and monitors all robbery cases which involve a stolen vehicle that has yet to be recovered. Cases involving surveillance video, but no other workable leads, are also deemed a "pending" case.

Bank Squad

Two members of the Robbery Division are assigned to the FBI Bank Robbery task force. These investigators respond to all bank robbery scenes within the city limits of Houston and all bank robbery scenes within Harris County, including the unincorporated areas, 24 hours a day, 7 days a week. They conduct all follow up investigations, identify and arrest bank robbery suspects, and file the associated charges in either state or federal court.

Generalist Investigative Squads

Offenses are investigated by officers assigned to squads responsible for specific geographic areas of the city. A lieutenant manages each squad and the units are housed at police stations located in their respective areas. Although housed at these various locations, members of these squads are assigned to the Robbery Division and report to the Robbery captain. The Robbery Division geographic-based squads are:

- Central (housed at Police Headquarters, 1200 Travis Street)
- North (housed at North Police Station, 9455 West Montgomery Road)
- South (housed at Edward J. Stringfellow South Police Station, 8300 Mykawa Road)
- West (housed at Westside Police Station, 3203 South Dairy Ashford Road)
- Midwest (housed at Midwest Police Station, 7277 Regency Square)

Latino Squad

In 2001, the department created the Latino Squad based on the premise that Spanish-speaking investigators could communicate more effectively and relate with the Latino culture, thus eliciting information and cooperation that would lead to the identification and subsequent arrest of robbery suspects. Currently, all of the investigators assigned to the squad speak Spanish. The Latino Squad functions as a centralized squad primarily receiving robbery cases with Hispanic victims and suspects. In 2010, 50% of robbery victims in cases investigated by the Houston Police Department were Hispanic.

Robbery Division Case Management System

The Centralized Case Management squad reads and defines all robbery reports in Houston. The robbery case managers also enter details from reports in a database that can then be used to track serial investigations. The case managers then attempt to link related cases in serial investigations. These cases are then assigned to the proper investigator. They also balance the caseload across all squads, which then allow all investigators to better manage their time to work cases with valid leads.

SPECIAL CRIMES

In 2009, the Special Crimes Division was created in an effort to enhance the Houston Police Department's mission to investigate, educate, and bring attention to crimes of domestic violence, sexual assault, and elder abuse. By increasing the level of responsiveness with victims, as well as improving collaboration with victim support services and community outreach organizations, the Special Crimes Division strengthens the quality of its investigations and support for victims and their families.

The Special Crimes Division manages the following units:

Sex Crimes

The Sex Crimes Unit has the responsibility of investigating sexual assaults of adult victims and other sex-related offenses. The unit's crime analysis focus is the linking and identification of serial sexual assault offenders.

Additionally, during 2013, the Houston Police Department submitted all back logged sexual assault kits for testing at independent labs. As a result of this testing, a task force of investigators was formed to address the many cases that have been re-opened for further investigation due to new evidence that resulted from the testing of the sexual assault kits.

Family Violence

The Family Violence Unit is responsible for the follow-up investigation of incidents involving family violence that do not involve the death of the complainant. The unit is also responsible for receiving and entering protective orders into the Texas and National Crime Information Center (TCIC and NCIC) databases. Additionally, the Family Violence Unit investigates reports of elder abuse submitted by the Texas Department of Family and Protective Services, which includes Adult Protective Services (APS).

The Family Violence Unit also has counselors on site to provide immediate resource opportunities to victims of family violence.

FORENSIC SERVICES COMMAND



MATTHEW D. SLINKARD
ASSISTANT CHIEF

**Forensic Services
Command
Matthew D. Slinkard
Assistant Chief**

**Crime Lab
Irma Rios
Assistant Director**

**Identification
David E. Watkins
Captain**

**Property
Harlan D. Harris
Captain**

FORENSIC SERVICES COMMAND

The Forensic Services Command (FSC) is managed by an assistant chief who coordinates the activities of the following divisions:

- Crime Lab
- Identification
- Property

FSC is responsible for the proficient operation of its divisions by actively monitoring written policy directives, performance reviews, and audits regarding multiple facets of the department prior to being forwarded to the Chief of Police. The FSC is also responsible for overseeing the transition of forensic functions from the Houston Police Department to the independent Houston Forensic Science, LGC. These forensic functions include AFIS, Audio/Video Lab, Biology/Serology, Controlled Substance, Crime Scene Unit, DNA, Digital Computer Forensics, Firearm Examination, Latent Print Lab, Polygraph Services, and Toxicology.

CRIME LABORATORY

The Crime Laboratory is an essential service and support division of the Houston Police Department. The laboratory is accredited by the American Society of Crime Laboratory Directors/Laboratory Accreditation Board and the Texas Department of Public Safety.

Responsibilities

The Crime Laboratory is responsible for the forensic examination of evidence recovered by the Houston Police Department, Houston Independent School District, Houston METRO Police Department, and other agencies that have entered into a memorandum of understanding (MOU) with the Houston Police Department for Crime Lab services.

The laboratory consists of the following disciplines:

Forensic Biology

- Serology screening (the identification of blood/body fluids; detection of male DNA)
- DNA
- CODIS (national DNA profile database)

Controlled Substances

- Analysis of suspected drugs (i.e. marihuana, cocaine, etc.)

Firearms

- Examination of fired bullets, casings, and firearms
- Restoring obliterated serial numbers on firearms
- Ballistic imaging to determine if a firearm was used in the commission of a prior crime

Toxicology

- Blood alcohol
- Drugs in blood and urine

Each laboratory discipline is supervised by a Police Administrator or a Criminalist Lab Manager. Additional staff members include Criminalist Specialists, Criminalists, Senior Evidence Technicians, and Evidence Technicians.

Submission of Evidence

Evidence enters the laboratory in one of the following ways:

- Submission from the HPD Property Room and Central Evidence Receiving
- Direct submission

Work Flow

Information regarding evidence and requests for analysis are entered into the division's Laboratory Information Management System (LIMS [see below]). Once assignments to the appropriate analytical section(s) of the laboratory are made, scientists begin the process of analyzing the evidence as requested by the customer. Reports of findings are entered into the LIMS.

If requested, employees testify in courts of law as to the analyses conducted.

Systems

The Laboratory Information Management System (LIMS)

The LIMS was implemented in December 2009 and is used to track the following information:

- Evidence chain of custody
- Case assignments
- Testing records
- Case activity milestones
- Reports
- Productivity

The Evidence Management System (EMS)

Although the EMS is principally used in the HPD Property Room and Central Evidence Receiving, the Crime Lab utilizes EMS to record the following information:

- Evidence chain of custody to and from the Crime Lab
- Evidence chain of custody between the CER section of the Property Room and the Controlled Substances section of the Crime Lab
- Disposition of evidence

Statistics

In calendar year 2012, the analytical sections of the laboratory received 27,304 requests for analysis, which break down as follows:

- Forensic Biology: 4,507
- Controlled Substances: 15,890
- Firearms: 3,745
- Toxicology: 3,162

IDENTIFICATION

The Identification Division is a vital service and support unit of the Houston Police Department. The Identification division continues to provide essential collection and analysis of forensic evidence retrieved from crime scenes. The division also provides fingerprint identification and criminal history checks on suspects, prisoners, public safety impact employees, and citizens requesting this service. Additionally, the division provides support to investigative divisions requiring assistance with polygraph, photographic, and audio/video evidence.

The Identification Division is managed by a captain who reports directly to the assistant chief over Forensic Services Command. The technically diverse units that comprise the Identification Division are as follows:

Administrative

The Administrative Unit has many functions, which include:

- Planning and coordinating personnel and activities
- Setting divisional goals and objectives
- Preparing the division's budget
- Ensuring compliance with departmental procedures
- Overseeing and conducting divisional IAD investigations
- Responding to correspondence as directed by the command
- Maintaining daily attendance records and oversight of divisional units
- Responding to legislative issues, as needed
- Purchasing and inventorying divisional equipment
- Providing monthly activity reports to Forensic Services Command

AFIS

The Automated Fingerprint Identification System (AFIS) Unit of the Houston Police Department is a 24/7 operation and is managed by a Lieutenant level supervisor. AFIS specific duties per shift include:

The processing of all criminal and applicant Livescan transactions (approximately 150,000 per year) for the purpose of identifying individuals through previous criminal or applicant histories. AFIS transactions are initiated by the booking process from jail divisions and police stations, the processing of civil applicant transactions, sex offender registration, and sexually oriented business applicants. Each set of captured fingerprints and palm prints are searched against an AFIS repository of known fingerprints (criminal and applicant) and unsolved crime scene prints (latent prints). Ten-print transactions are reviewed by AFIS Unit personnel to determine the identity of either a criminal suspect or an applicant. Reverse searches (ten-print to latent prints) are reviewed by Latent Print Lab personnel. All print examinations require decision-making from individuals trained and experienced in pattern recognition and identification skills.

AFIS personnel also conduct complete warrant checks on Class C misdemeanor Livescan transactions received from HPD jails and police stations. Biometric information relayed to the department via Secure Communities through the Texas Department of Public Safety, the Federal Bureau of Investigation, and the Department of Homeland Security is used by AFIS Unit officers to complete a comprehensive warrant search through the national archives. In addition, AFIS Unit officers conduct training and assist in troubleshooting problems for street officers using mobile AFIS tools related to the BlueCheck and Mobile Ident II devices. The AFIS unit responds to all jail and HPD personnel inquiries regarding AFIS maintenance and support issues that arise from system workflow activity. AFIS Unit officers also conduct training for jail personnel in the proper use of Livescan equipment in order to ensure the quality of captured information during the criminal booking process.

Crime Scene Unit

The Crime Scene Unit has the primary responsibility of processing major crime scenes for evidence. This includes the identification, collection, and preservation of crime scene evidence at all homicide scenes. The evidence identification, collection, and preservation duties also extend to the vehicles submitted for processing at the Vehicle Examination Building.

Criminal History

The Criminal History Unit is responsible for updates and quality control of criminal histories and dispositions relative to suspects arrested for all felony and Class A & B misdemeanor offenses. The unit is also responsible for conducting name checks for law enforcement agencies, responding to phone inquiries, and assisting citizens with requests for identification information.

Digital Forensic Unit (DFU)

The DFU is part of a task force partnered with the United States Secret Service. The DFU's primary objective is to conduct forensic examinations of computers and other media devices, which often include cellular telephones. During the course of their examinations, DFU personnel will attempt to retrieve evidence from computer hard drives, cellular telephones, and other media storage devices that may be linked to a suspect responsible for a criminal incident.

Forensic Audio-Video Unit

Duties and responsibilities include the examination and clarification of audio and video recordings in criminal and internal affairs investigations, the production of enhanced printed images from surveillance video recordings, and providing court qualified expert testimony in criminal and civil cases. The Forensic Audio-Video Unit provides on-scene technical assistance to the field investigator in the collection of physical evidence when it is warranted.

Latent Print Lab

The Latent Print Lab analyzes physical evidence and powder lifted prints for the presence of latent finger/palm prints. Physical evidence is processed using a variety of chemical, alternative lighting, and photographic techniques with the goal of developing ridge detail that is digitally captured and enhanced for further evaluation. Developed and lifted prints are evaluated by trained Latent Print Examiners for value and further comparison, both manually if suspects are known and via local, state, and federal Automated Fingerprint Identification Systems (AFIS) if there are no known suspects. Evidence processing personnel and Latent Print Examiners receive time-intensive training and provide expert court testimony, as required. The latent print analysis process and evidence chain of custody are tracked electronically via the Laboratory Information Management System (LIMS). Additionally, lab personnel train police cadets/officers in techniques for lifting latent prints from crime scenes.

Polygraph Unit

The Polygraph Unit is accredited by the National Center for Credibility Assessment (NCCA) and all examiners are licensed by the Texas Department of Licensing and Regulation (TDLR). The Unit's primary function is to provide support services for Employee Services and Investigative Divisions by administering polygraph examinations to applicants, suspects, witnesses, and complainants. Regarding the hiring process, the use of polygraph is one step, in many, used in screening to select the best qualified applicants. The Investigative Divisions use polygraph as a tool to help determine if a person is being truthful concerning their involvement in a particular crime. The investigator and the examiner discuss those issues that will help the investigator resolve their case and, in turn, the examiner will have a detailed pre-test interview with the examinee.

The Polygraph Unit also extends its polygraph services to other law enforcement agencies requesting help and provides polygraph training to outside agencies.

PROPERTY

The Property Division is the lead accountability agent for the management, preservation, and control of property and/or evidence seized, collected, or created by Houston Police Department personnel. The Property Division reports to the Forensic Services Command with the mission of providing accountability and service to citizens, law enforcement officials, and prosecutors who rely upon the evidence and goods stored, maintained, and tracked by the division. The Property Division also facilitates surplus/salvage services functions for HPD. The units contained within the Property Division are: Intake, Property Disposition, Disposal, and Administrative Staff.

Intake

The Property Division Intake Unit is a 24 hour/7 days-a-week operation that provides HPD employees and area law enforcement personnel the ability to tag or retrieve property. Citizens reclaim property during restricted hours. All three shifts, on a daily basis, are assigned the responsibility to appropriately execute specialized tasks essential for the effective operation of the Property Division. These tasks include the following:

- Processing of disposition paperwork
- Destruction of property
- Processing of other law enforcement agencies requests to tag or retrieve property
- Auditing critical categories of evidence
- Releasing property to citizens and other maintenance activities
- Releasing property to officers for court/investigation

In addition to the daily duties performed, a designated Senior Evidence Technician may be responsible for other critical job duties, such as:

- Transferring items to the Property Disposal Management Office or to Property Room.com
- The formal destruction of guns, knives, video gambling machines, counterfeit trademark items, and alcohol
- Court ordered destruction and release of evidence
- Transfer of cash to the General Fund after final disposition
- Annual divisional audit of the Property Division

The Evidence Duplication Unit (EDU), a sub-element of Intake, provides duplicate copies of evidence requested by the Harris County District Attorney's Office. Moreover, affidavits are prepared, as requested, for District Attorney personnel.

The Property Division uses an Evidence Management System that utilizes a Bar-Coded Evidence Analysis Statistical Tracking (BEAST) system for tagged property. This system documents the chain of custody for all evidence. The division adheres to departmental General Order 700-01, ensuring all responsibility for property/evidence control, evidence receiving, evidence disposition, and found/safekeeping of property for the department.

Property Disposition

This unit works closely with the various investigative divisions having items in the Property Division's warehouse in order to:

- Determine what property and evidence can be disposed of
- Ensure state law and city ordinance are adhered to while processing items for disposal
- Provide a liaison to the Office of the Harris County District Attorney to facilitate cooperation between HPD, the DA's Office, and the courts

Property Disposal

Once items have been approved for disposal, this unit retrieves the items and disposes of them per state law and city ordinance. If an item is not returned to its owner, typically it will be disposed of by one of the methods below. Please note that the Houston Police Department does not sell any weapons.

- Transfer to the city of Houston's Surplus and Salvage for sale to the public
- Auctioned to the public via PropertyRoom.com
- Donated to city approved charities (example: Star of Hope)
- Converted to city property
- Destroyed

Administrative

The administrative staff acts as the liaison by coordinating special projects with other HPD Divisions. The ultimate responsibility of the administrative staff is to exemplify professionalism, accurate record keeping, and manage administrative functions of the Property Division. Duties of the administrative staff include the following:

- Constructing all interoffice correspondence letters
- Provide divisional analysis reports to the department
- Budgeting
- Accounting
- Filing of divisional employee records
- Process requisition requests
- Input overtime requests
- In-service training for classified and civilian employees
- Vehicle coordination
- Timekeeper
- Process affidavits for the District Attorney's Office
- Database analysis
- Technical Liaison with vendors on data extracts and imports ensuring that data is complete/accurate

FIELD OPERATIONS



MICHAEL A. DIRDEN
EXECUTIVE ASSISTANT CHIEF

Field Operations

Michael A. Dirden
Executive Assistant Chief

North Patrol Command

Daniel S. Perales
Assistant Chief

East Patrol Command

Mary E. Lentschke
Assistant Chief

West Patrol Command

George T. Buenik
Assistant Chief

Mental Health

Wendy E. Baimbridge
Captain

FIELD OPERATIONS

Field Operations is an executive level office directed by an executive assistant chief who reports directly to the Chief of Police.

The Field Operations office is responsible for leading, organizing, directing, coordinating, developing, and implementing management strategies that promote efficient and effective solutions to critical service, crime, disorder, and traffic mobility issues.

The span of control for this office includes the North, East and West Patrol Commands, each managed by an assistant chief, the Apartment Enforcement Unit (AEU) and the Mental Health Division. The Differential Response Unit and the Citywide PIP Unit are assigned to the West and North Patrol Commands, respectively.

The Apartment Enforcement Unit was established by City Ordinance 2006-1124, November 8, 2006. AEU offers the Blue Star Multi-Housing Program to apartment communities and other multi-housing rental properties throughout the City of Houston. Blue Star Multi-Housing Program is designed to be a cooperative effort between apartment managers / owners, apartment residents and law enforcement, to abate crime and to enhance the quality of life for citizens living within Blue Star communities.

In 2013 the Mental Health Unit was elevated to the Mental Health Division in recognition of the importance of this issue to the department and the public. Police and mental health clinicians assigned to the Mental Health Division provide assistance to consumers through various programs, including the Crisis Intervention Team Patrol Program, the Crisis Intervention Response Team, the Chronic Consumer Stabilization Initiative, and the Homeless Outreach Team. This division is the department liaison with the mental health community in the area.

Other duties of the executive assistant chief of Field Operations include, but are not limited to, representing the department and the Chief of Police at ceremonies, civic meetings, city council meetings, town hall meetings, disciplinary hearings, and civil service hearings. Additionally, the position requires serving as chair to various internal committees that address organizational issues, as well as addressing community concerns expressed by citizens. The executive assistant chief is also called upon to act as a liaison with city officials when designated by the Chief of Police, to include serving as the Acting Chief of Police, as appropriate and required.

FIELD OPERATIONS COMMANDS

The North Patrol, East Patrol, and West Patrol Commands are each managed by an assistant chief, who is responsible for managing the deployment of patrol resources throughout the city. Each command supervises multiple patrol divisions, which provide uniformed police service throughout the city. Each patrol division is managed by a captain, who is responsible for a predetermined number of jurisdictional areas that are commonly referred to as “police districts.” Within each police district are smaller geographical areas that are referred to as “beats.” Police officers are deployed in accordance with activities that are occurring within the various beats and supervised accordingly.

The primary responsibilities performed by patrol officers include, but are not limited to, responding to citizens’ calls-for-service, addressing issues of crime, disorder, and traffic mobility, and providing a multitude of community services that focus on crime prevention.

Patrol Officer Positions

Patrol officers are the department’s first responders to calls-for-service, and they are expected to be able to handle many diverse and difficult problems. When necessary, officers will conduct preliminary investigations, to which report information obtained from a citizen(s) is absolutely critical in determining if a criminal case can be solved through the arrest of a suspect(s). When not responding to calls-for-service, patrol officers are expected to enforce traffic laws, investigate accidents, provide saturation patrols in high crime areas, and generally be available to assist citizens or other patrol personnel working on various proactive police initiatives.

Fixed-Post and Special Unit Positions

The number of fixed-post and special unit positions varies within each division according to the geographic area, population, crime level, and types of crime. Fixed-post assignments include the following primary responsibilities: budget, crime analysis, vehicle/equipment coordinators, front desk assignments – to handle citizens who walk in requesting assistance, timekeepers, etc. The special unit positions represent officers who work in specialized operational assignments, such as gang task force units, tactical units, bicycle units, parole violator units, truancy squads, storefronts, and weight units for commercial truck enforcement, amongst others.

Each patrol division captain has the latitude to reassign officers from field positions to create or reinforce special units to increase the division's impact on crime and improve the division's effectiveness. The patrol division captains also decide which programs to implement and where they should occur. This ensures the most effective use of police resources. A rigid application of the distinction between the number of officers allocated for patrol and the number allocated for special unit and fixed-post positions is not effective in tailoring police services to the particular needs of a respective community.

Bicycle Patrols

The goal of bicycle patrols is to target identified crime problems within a contained area. Bicycle patrols afford greater accessibility and mobility inside apartment complexes and other areas not readily accessible to patrol vehicles. Officers on bicycles may be utilized for high-visibility patrol or in situations where stealth capabilities are desired.

Differential Response Teams (DRT)

The goal of differential response teams is to address the concerns of citizens regarding crime and quality of life in the neighborhoods by using various problem-solving tactics that typically cannot be performed by patrol officers assigned to respond to calls-for-service. DRT officers apply their problem-solving skills to work closely with the community to correct problems that are outside of traditional law enforcement functions. Examples of this include the *Rat on a Rat Program*, which reports environmental hazards, and nuisance abatement coordination with the City of Houston Inspection and Public Services (CHIPS), which is part of the Department of Neighborhoods.

Divisional Gang Units (DGU)

The goal of DGU is to gather gang intelligence that will assist in the curtailing of street gang activities. Uniform and plainclothes classified personnel are assigned to each patrol division's DGU and operate under the guidelines of the Criminal Intelligence Division (CID). These units develop specific targets and identify gang crime for interdiction and suppression. This includes working with school officials to develop specific strategies based on information obtained from in and around schools.

Divisional Tactical Units (DTU)

Divisional tactical units work closely with patrol units, investigative divisions, and crime analysis units on any crime patterns that may surface. The unit's primary goal is to prevent crime by interdicting criminal activity through the apprehension of the offending suspect(s). The DTU objectives are to reduce crime and prevent property loss within their assigned areas, formulate strategies, and execute tactical operations in order to successfully resolve specific criminal activities. They attain these objectives by gathering intelligence, conducting surveillance, and serving in undercover capacities. They also disseminate information to street officers and crime analysis personnel to enhance their probability of locating wanted suspects and preventing crime through strategic directed patrols.

Hot Spot Units

The goal of hot spot units is to reduce illegal activities at locations known to have a high incidence of calls-for-service and complaints. This is facilitated as a result of information received from a variety of sources. These units work closely with several different divisions, coordinating efforts to aid in successfully completing investigations.

Radar Enforcement Units

The goal of radar enforcement units is to reduce the number of traffic fatalities and accidents related to speeding. During school months, their priority shifts to school zone enforcement. The objectives of these units are to conduct proactive radar enforcement at high accident locations, monitor school zones, provide high visibility, and enforce traffic laws.

Storefronts/Community Service Units

The goals attached to storefront operations and community service units include improving neighborhood safety, reducing the level of fear associated with criminal activity, increasing citizen involvement with the police in solving neighborhood concerns, and improving the rapport between police officers and community members.

Community service units work in a variety of capacities with citizen groups. This takes the form of working in storefront facilities, attending community meetings, or working on various programs like the *Blue Star Program* (an apartment certification program), the *Citizens on Patrol Program*, the *Positive Interaction Program*, or by making crime prevention presentations.

Police storefronts are located throughout the city and are managed by respective patrol divisions. Duties of the personnel assigned to these locations include taking reports, providing information, attending community and civic meetings, conducting insurance reduction surveys, and crime prevention. In some storefronts, the community service unit responds to emergency or life threatening calls-for-service occurring within its assigned area.

MENTAL HEALTH DIVISION

In 2013 the Mental Health Unit was elevated to the Mental Health Division in recognition of the importance of this issue to the department and the public. Police and mental health clinicians assigned to the Mental Health Division provide assistance to consumers through various programs, including the Crisis Intervention Team (CIRT), the Chronic Consumer Stabilization Initiative (CCSI), the Homeless Outreach Team (HOT), and Boarding Homes Detail. This division is the department liaison with the mental health community in the area.

The mission of the Mental Health Division is to provide a more professional and humane response to individuals in serious mental health crisis. Our purpose is to develop and oversee the department's multi-faceted strategies for responding to individuals in serious mental health crisis and to provide guidance in the area of training, policy, and procedures.

CIRT

There are ten CIRT Teams deployed in the call for service loop. Each team is comprised of an HPD Officer and a master level clinician from the Mental Health and Mental Retardation Authority (MHMRA) of Harris County. The clinicians are an invaluable resource and a primary reason for the success of the CIRT Program. In addition to their knowledge of mental illness and counseling experience, the clinicians have direct access to consumers in the MHMRA and Harris County Hospital District systems. This information is extremely beneficial when responding to consumers in serious crisis as they have knowledge of the consumer's diagnoses, mental health history, medications, and hospitalizations.

CCSI

The CCSI Program is the Mental Health Divisions innovative proactive strategy to reduce the number of law enforcement responses to the most chronic mentally ill in the city. The Program consists of one HPD Officer and four case workers from MHMRA. The case managers work closely with 60 consumers to obtain medical treatment, housing, substance abuse counseling, mental health treatment, social security benefits, job training skills, etc. for their clients. The program has reduced the number of police responses to these consumers by 50 percent.

HOT

The HOT Team is specialized group of Houston Police Officers and a mental health case manager who engage in street outreach to the chronically homeless. The team is relationship focused and works to find individual solutions to the problems that have people living on the streets. In the short time that the team has been in existence it has been able to develop an excellent working relationship with Houston's chronically homeless, government agencies and the provider community. These relationships have allowed the team to get some of the most hard core homeless off of the streets.

Boarding Homes Detail

In light of several calls for service to boarding homes, the COH recently passed a new ordinance which regulates these facilities. Boarding Homes are unlicensed care facilities which house 3 or more elderly or disabled persons. These homes provide services to some of the most vulnerable members of our community. This at risk population is often times victims of abuse, neglect, fraud, assault and a myriad of other criminal offenses. The placing of enforcement responsibility of the City of Houston's Boarding Home ordinance with the Mental Health Division allows investigation of criminal activity and the monitoring of Boarding Homes throughout the City to bring stability to the residents of boarding homes and the surrounding community. Mandates such as registration of homes, criminal background checks of owners and employees, basic requirements to address fire safety, and accountability through record keeping, will result in an increased level of transparency to this industry.

The success of all of our programs is due to the important collaboration the Houston Police Department has formed with its mental health partners in Houston/Harris County, the foremost being MHMRA.

NORTH PATROL COMMAND



DANIEL S. PERALES
ASSISTANT CHIEF

**North Patrol
Command
Daniel S. Perales
Assistant Chief**

**Central
Daryn B. Edwards
Captain**

**North
Robert A. Montgomery
Captain**

**Northwest
Richard W. Bownds
Captain**

**Northeast
Gregory J. Fremin
Captain**

**Kingwood
Matthew B. May
Captain**

NORTH PATROL COMMAND

An assistant chief manages the North Patrol Command (NPC), which serves as a central distribution and quality assurance point for all paperwork generated by each of its five divisions (Central, North, Northwest, Northeast, and Kingwood). This paperwork includes division requests, internal affairs investigations, injury on-duty claims, significant event reports, officer-involved traffic accident investigations, and other special requests and assignments.

NPC is also responsible for the creation, implementation, and management of the budgets for all of its assigned divisions, as well as its own. The assistant chief of NPC directs the operations of the following divisions, while also directing the Citywide Positive Interaction Program coordinator, whose responsibilities include development, scheduling, and presentation of the citywide meetings.

An additional component of the North Patrol Command is the Police Foundation Liaison Unit. The assistant chief of NPC is the Department's liaison with the Houston Police Foundation, a nonprofit organization that holds fundraising events and assists the Department in the purchase of equipment. This unit plans and organizes various events, and is headed by a sergeant who is supervised by the assistant chief.

Central

Central Division is located at 61 Riesner, which is the Central Police Complex. It serves two patrol districts (1 and 2), which is comprised of ten beats (excluding beat 1A10 that is serviced by the Special Operations Division). Some of the significant landmarks and neighborhoods of the Central Division are Fourth Ward, Montrose, River Oaks, Irvington, Sunset Heights, Studemont, First Ward, Old Sixth Ward, Memorial Park, Post Oak Park, and Greenway Plaza. Of more recent note are the proliferation of clubs, bars, and restaurants along Washington Corridor, the Upper Kirby area, and within a small section of Midtown, representative of the burgeoning entertainment venues within Central Division's area of responsibility. The Central Division also contains several Tax Increment Reinvestment Zone (TIRZ) areas: Upper Kirby TIRZ 19, Fourth Ward TIRZ 14, Old Sixth Ward TIRZ 13, and a portion of Midtown TIRZ 2.

North

North Division is located at 9455 West Montgomery and serves two districts (3 and 6), which is comprised of ten beats. Some of the significant landmarks and neighborhoods of North Division are Northwest Mall, Greenspoint Mall, Holly Park, Citadel, Oak Forest, Brook Hollow, Oakwood, Pembroke Place, Highland Heights, Woodland Trails, Acres Homes and Greenspoint. Other neighborhoods include Inwood Forest, Pinemont Plaza, Northline Commons Mall, Independence Heights, North Lindale, and Melrose. The North Division also contains the Greenspoint Tax Increment Reinvestment Zone (TIRZ) 11 area.

Northwest

Northwest Division is located at 6000 Teague and serves two districts (4 and 5), which encompasses seven police beats. Some of the significant landmarks are Willowbrook Mall, Marq*E Entertainment Center, Bear Creek Park, and Addicks/Park Ten. The major neighborhoods are Timber Oaks, Claymore Park, Afton Village, Spring Branch, Schwartz Park, Northwest Crossing, and Willow Chase Park. The Northwest Division also contains the Memorial City Tax Increment Reinvestment Zone (TIRZ) 17 area.

Northeast

Northeast Division is located at 8301 Ley Road and serves three districts (7, 8 and 9), which is comprised of 14 beats. Some of the significant landmarks and neighborhoods of the Northeast Division are Fifth Ward, Pine Crest, Kashmere Gardens, Camden Woods, Lakewood Park, Tidwell, Houston Gardens, Homestead, Parkhurst, Gleenwood Forest, Edgeworth, the Port of Houston, Denver Harbor, City Park East, and Northshore.

Kingwood

Kingwood Division is located at 3915 Rustic Wood Drive and serves police district 24, which is composed of five beats. Significant landmarks include the Kingwood and Deerwood Country Clubs, and portions of Lake Houston. Kingwood community is a large 14,000 acre master planned community located about 23 miles north of downtown Houston, just off of U.S. 59 (East-Tex) Freeway. Some of the subdivisions are Trailwood, Barrington, Kingwood Greens, Kings River, Kings Point, and Royal Shores. Other subdivisions and developments around the Kingwood area are Forest Cove, Bear Branch, Deer Ridge Estates, Sand Creek, Barrington, Kings Point, Riverchase, Foster's Mill, Riverbend, Hunters Ridge Estates, Greentree, Trailwood, Woodstream, Sherwood Trails, North Kingwood Forest, Kings Lake Estates, Lakewood Cove, Woodspring Forest, King's Manor and Oakhurst.

EAST PATROL COMMAND



MARY E. LENTSCHKE
ASSISTANT CHIEF

**East Patrol
Command
Mary E. Lentschke
Assistant Chief**

**Clear Lake
Mark R. Fougerousse
Captain**

**Eastside
Robert M. Manzo
Captain**

**South Central
Glenn D. Yorek
Captain**

**Southeast
Richard E. Gerstner
Captain**

**Traffic Enforcement
Larry J. Baimbridge
Captain**

EAST PATROL COMMAND

The East Patrol Command (EPC) is directed by an assistant chief, who manages five police captains that are responsible for the operations of the Clear Lake, Eastside, South Central, Southeast, and the Traffic Enforcement Divisions. The EPC serves as a central distribution point and quality assurance check for all paperwork generated by each of its five divisions. This paperwork includes, but is not limited to, division requests, internal affairs investigations, injury on-duty claims, significant event reports, officer-involved traffic accident investigations, and special requests and assignments.

The assistant chief of EPC also has management and oversight responsibilities for the Administrative Personnel Committee (APC).

Clear Lake

Clear Lake Division is located at 2855 Bay Area Boulevard, adjacent to both Clear Lake High School and the University of Houston Clear Lake campus. The patrol division is responsible for District 12, which provides police services from Hobby Airport to the Johnson Space Center.

Eastside

Eastside Division is located at 7525 Sherman and is responsible for District 11, which includes the Greater East End, the Battleship Texas, the San Jacinto Monument, the San Jacinto State Park, and the Port of Houston.

South Central

South Central Division is located at 2202 St. Emanuel and is responsible for District 10, which covers the Second and Third Wards, the Museum District, the Texas Medical Center, the Rice Village area, and Midtown.

Southeast

Southeast Division is located at 8300 Mykawa in the Edward J. Stringfellow South Police Station and is responsible for Districts 13 and 14, which are located in the southeast quadrant of the city and “generally” bordered by State Highway 288 to the west, IH-45 South to the east, Old Spanish Trail (OST) to the north, and the Sam Houston Toll Road to the south. A very active railroad system that connects the city of Houston to a number of chemical plants and distribution points throughout coastal southeast Texas dissects the Southeast Patrol area.

Traffic Enforcement

The Traffic Enforcement Division's primary mission is to respond to all aspects of traffic safety from an enforcement perspective to curtail unsafe/illegal driving practices. Specific enforcement is aimed at the detection of impaired drivers and coordination of testing persons arrested for driving while intoxicated. The enforcement of traffic laws with an eye towards accident prevention is the goal of the division. The division also coordinates the Selective Traffic Enforcement Program (STEP) grant and the following:

Administrative Section

The responsibilities of this section are varied and range from equipment vehicle coordination to statistics analysis, and include responsibilities for the budget, filling vacancies, producing monthly and bi-weekly reports. Their primary functions are to support line officers and other divisions within the department, as well as the City's Legal Department, HPD Public Affairs, and citizens.

DWI Task Force

The DWI Task Force's primary responsibility is the detection and apprehension of intoxicated drivers and the enforcement of traffic laws.

Mobility Response Team (MRT)

The Mobility Response Team responds to and mitigates instances of significant, acute non-freeway traffic congestion caused by unexpected events, including but not limited to traffic signal malfunctions, vehicle crashes, roadway hazards, utility disruptions, fires, weather-related events, and special threat situations. The team operates two shifts, Monday - Friday only. Day shift is 0500 - 1300 hours and evening shift is 1300 - 2100 hours. In addition to these duties, the team augments the Special Operations Division's weekend and holiday parade staffing.

Motorcycle Detail (Solo)

This unit's primary responsibility is to maintain the flow of traffic on Houston's freeway system by providing immediate response to SAFE clear calls, assisting with major freeway incidents, monitoring hazardous and non-hazardous material transports, enforcing traffic laws, and escorting various motorcades and convoys.

Narcotics Interdiction Unit

The Narcotics Interdiction Unit is a uniformed squad comprised of Truck Enforcement officers, Traffic Enforcement Officers, and K-9 officers, tasked with the responsibility to address primarily Commercial Motor Vehicle counter-crime activities, with an emphasis on criminal narcotics interdiction techniques. The unit has received specialized training in bulk drug movement and trafficking techniques, contraband concealment, hidden compartments, and primary indicators.

Traffic Enforcement Detail/Radar Task Force

The Radar Task Force's primary responsibility is the enforcement of speed regulations on Houston's major thoroughfares. This detail issues a significant number of moving violations while maintaining high visibility in order to assist motorists and address citizen complaints.

Truck Enforcement

The Truck Enforcement Detail was created to enforce laws and safety regulations that pertain primarily to commercial vehicles. This detail is responsible for enforcing laws pertaining to transportation of hazardous materials, inspections of commercial vehicles, including weight limits and safety regulations set out by the Code of Federal Regulations Title 49, Texas Transportation Code, and the Federal Motor Carrier Safety Regulations.

**WEST PATROL
COMMAND**



GEORGE T. BUENIK
ASSISTANT CHIEF

**West Patrol
Command
George T. Buenik
Assistant Chief**

**Midwest
James B. Dale
Captain**

**South Gessner
Robert W. Robertson
Captain**

**Southwest
Octavio T. Pando
Captain**

**Westside
Michael H. Luiz
Captain**

WEST PATROL COMMAND

The West Patrol Command (WPC) is directed by an assistant chief, who manages four police captains that are responsible for the operations of the Midwest, South Gessner, Southwest, and Westside Divisions. WPC serves as a central distribution point and quality assurance check for all paperwork generated by each of its four divisions. This paperwork includes, but is not limited to, division requests, internal affairs investigations, injury on-duty claims, significant event reports, officer-involved traffic accident investigations, and special requests and assignments.

The assistant chief over the command also chairs the Crash Review Board (CRB). The CRB is tasked with reviewing all motor vehicle crashes involving employees who are operating City vehicles. The CRB then provides disciplinary recommendations to the Chief of Police.

Additionally, the assistant chief of WPC has management and oversight responsibilities for the Differential Response Team (DRT) Coordinator. The DRT coordinator works with all the divisional DRT officers to coordinate enforcement actions and citizen concerns.

Midwest

Midwest Division is located at 7277 Regency Square Boulevard and is responsible for District 18, which includes the area south of Interstate 10 West (Katy Freeway), west of IH 610 (West Loop) to Hunters Creek city limits. The northern boundary continues along Buffalo Bayou to Gessner, south to Bellaire, west to Corporate, then south to U.S. 59 South (Southwest Freeway), which is the southern border of the district.

South Gessner

South Gessner Division is located at 8605 Westplace Drive and provides police services to District 17, which covers an area south of Highway 59 South (Southwest Freeway), and north of South Main. The majority of the district has an eastern boundary at Hillcroft, with 17E10's beat extending past Hillcroft up to the Bellaire City limits. The western boundary is the Southwest Freeway and the southwestern border of West Sam Houston Parkway South.

Southwest

Southwest Division is located at 4503 Beechnut and is responsible for providing police services to Districts 15 and 16, which cover the area south of Beechnut and west of State Highway 288. Part of this district also extends into Fort Bend County. One notable landmark is Reliant Park Complex, which includes the Reliant Stadium, Reliant Center and the Astrodome.

Westside

Westside Division is located at 3203 S. Dairy Ashford and provides police services to Districts 19 and 20, which cover the area south of IH-10 West (Katy Freeway), and west to the city limits (Barker Reservoir Area). The furthestmost eastern point of the division boundary abuts Piney Point Village. The division also extends south into some areas of Fort Bend County to U.S. 59 South (Southwest Freeway).



Printed: December 2013