

Goal at a Glance

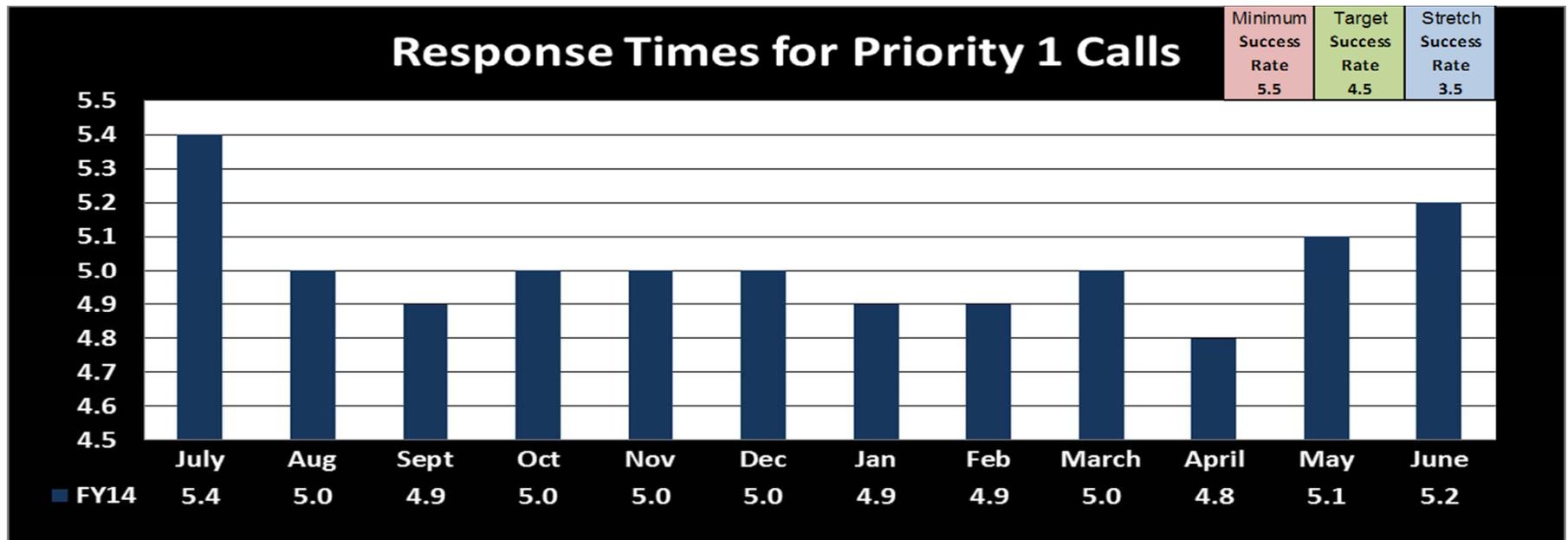
Houston Police Department Performance Goals Final FY14 Report

GOAL #1: Enhance Safety Throughout the City

Objective 1-1: Maintain response times to Code 1 calls in the range of 5.5 – 4.5 – 3.5 minutes.

Performance Indicates
Success

- **Importance :**
Code 1 responses are calls where there is an incident in progress with a potential threat to life or bodily injury.
- **Measurement:**
Response time as determined by the department’s computer aided dispatch (CAD) system, includes time from dispatcher receiving the call to arrival time.
- **HPD Update:**
The average response time for Priority 1 calls for FY14 was 5.0.



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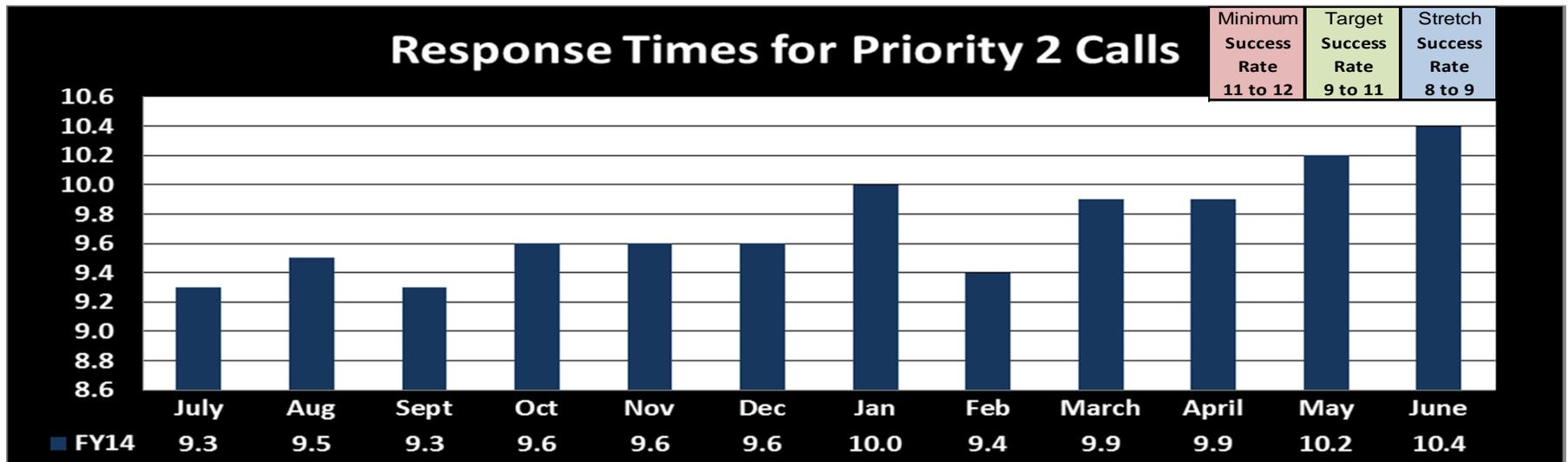
Houston Police Department Performance Goals Final FY14 Report

GOAL #1: Enhance Safety Throughout the City

Objective 1-2: Maintain response times to Code 2 calls in the range of 11 – 9 – 8 minutes.

Performance Indicates
Success

- **Importance :**
Code 2 calls deal primarily with in progress property crimes and/or a threat to human welfare, where an urgent response is warranted.
- **Measurement:**
Response time as determined by the department’s computer aided dispatch (CAD) system, includes time from dispatcher receiving the call to arrival time.
- **HPD Update:**
The average response time for Priority 2 calls for FY14 was 9.7.



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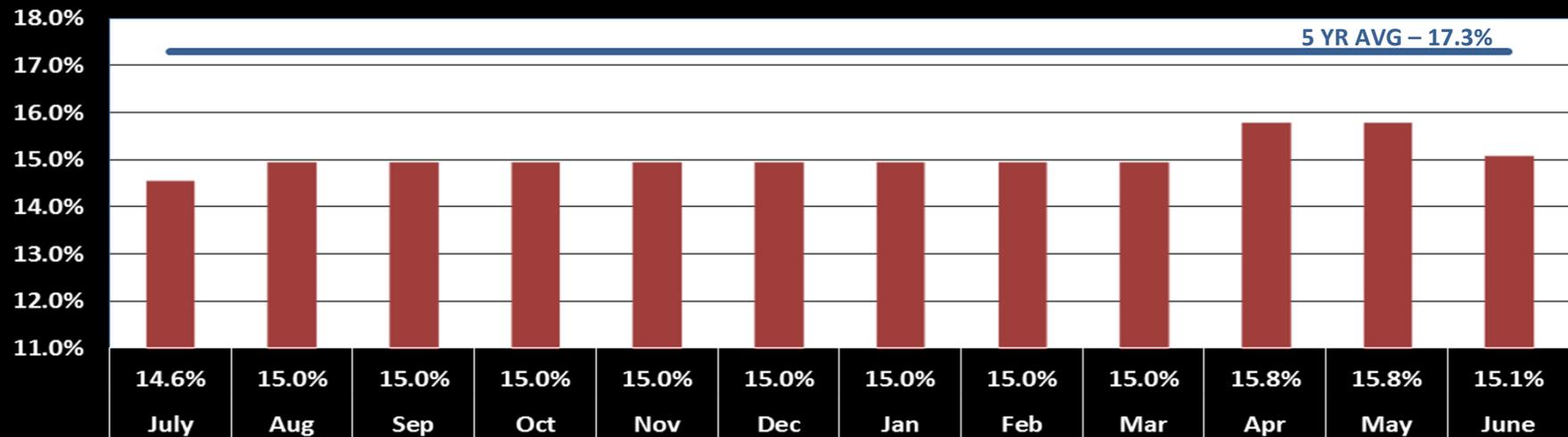
GOAL #1: Enhance Safety Throughout the City

Objective 1-3: Obtain clearance rates that exceed the past 5 year average for Part 1 Crimes.

**Performance is Below
Expectation**

- **Importance :**
Solving crime will bring criminals to justice; reduce crime by eliminating the repeat offender, and bring some form of resolution to the victims.
- **Measurement:**
Clearance rate as compared to the prior five year.
- **HPD Update:**
The average clearance rate for FY14 (15.1%) is a decrease of 2.2% compared to the 5 year average of 17.3%.

Part 1 Crime Clearance Rate vs 5 Year Average



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Houston Police Department Performance Goals Final FY14 Report

GOAL #2: Continue Positive Police / Community Relations

Objective 2-1: Maintain or reduce the Part 1 crime rate at or below the 5 year average.

Performance Indicates
Success

▪ **Importance :**

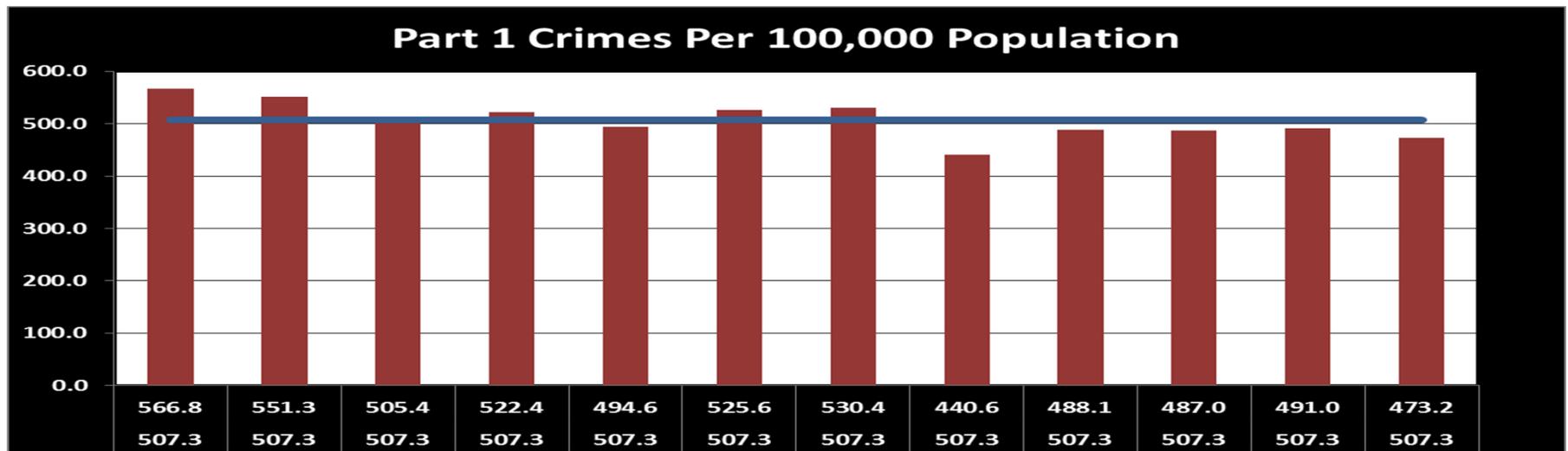
One of the most Important responsibilities of a police department is to keep the public safe from criminal activity, especially violent crime. Residents should work and live in a safe environment which is necessary for the economy to flourish.

▪ **Measurement:**

The number of Part 1 crimes reported to the FBI for the current time period as compared to the same time period for the previous fiscal year.

▪ **HPD Status:**

The average Part 1 crime rate for FY14 was 506.4 which was a decrease of 0.9% compared to the 5 year average of 507.3.



Goal at a Glance

Houston Police Department Performance Goals Final FY14 Report

GOAL #2: Continue Positive Police / Community Relations

Objective 2-2: Maintain weighted response times at or below the FY2013 average.

**Performance is Below
Expectation**

▪ **Importance :**

One of the most Important responsibilities of a police department is to keep the public safe from criminal activity, especially violent crime. Residents should work and live in a safe environment; a safe environment is also needed for the local economy to flourish.

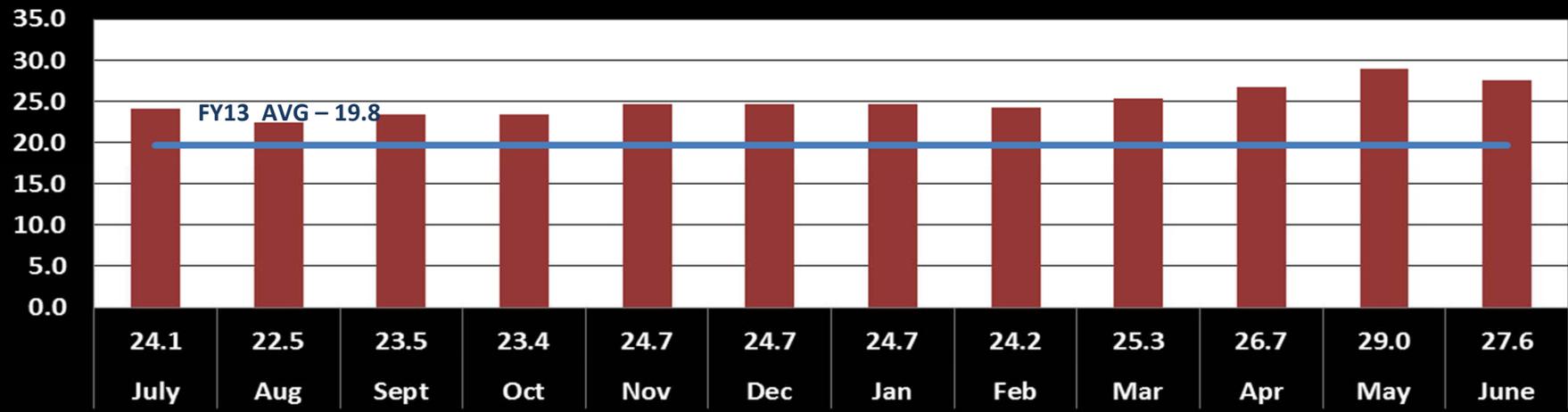
▪ **Measurement:**

The number of violent crimes reported to the FBI for the current time period as compared to the same time period for the previous fiscal year.

▪ **HPD Status:**

The average weighted response time increased by 5.2 minutes for FY14 (25.0) compared to FY13 (19.8.)

Weighted Response Times vs FY13 Average



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Houston Police Department Performance Goals Final FY14 Report

GOAL #2: Continue Positive Police / Community Relations

Objective 2-3: Improve citizen satisfaction in all areas of the department as indicated by the Platform Study and other surveys.

Performance Indicates Success

- **Importance :**
The public's attitude toward the police department and their perception of the fear of crime are important to the community attitudes and well being.
- **Measurement:**
The number of violent crimes reported to the FBI for the current time period as compared to the same time period for the previous fiscal year.
- **HPD Update:**
Survey data was collected and the University of Chicago, Illinois has requested additional information and data to conduct further analysis.

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Houston Police Department Performance Goals Final FY14 Report

GOAL #2: Continue Positive Police / Community Relations

Objective 2-4: Enhance community relations by building stronger lines of communication with a broader audience through a variety of social media platforms that are internet based, as well as adapting an interactive Web 3.0 environment for Smartphone technology.

Performance Indicates Success

▪ Importance :

Social Media provides ways to connect with the community and share useful and relevant information on numerous topics such as community events, volunteer programs, crime, etc.

▪ Below are the total posting, followers, etc for FY14:



Recruiting Blog: 177 postings and 98,724 page views



Twitter: Sent 618 tweets and had 31,670 followers



Instagram: 47 posts and had 1,282 followers



Flickr: Posted 555 photos



Pinterest: 129 Pins were posted



hpdtownhallmeeting.blogspot.com - 20 postings



Youtube: Posted 62 videos and had 6,280 followers



Facebook: 326 postings and 194,054 fans



Nextdoor: 25 post and 37 citizen interaction/questions



Vine: 12 posts and 295 followers



Tumblr: 76 postings

Goal at a Glance

Houston Police Department Performance Goals Final FY14 Report

GOAL #3: Ensure the Department's Accountability to the Public

Objective 3-1: Complete a recently commissioned comprehensive work demand analysis for patrol and investigative functions.

Performance Indicates Success

- **Importance :**
To ensure the proper allocation of the departments resources in order to meet the needs of the citizens.
- **Measurement:**
Process milestones.
- **HPD Update:**
The reports have been delivered to City Council. A recommendation for staffing is being prepared.

Goal at a Glance

Houston Police Department Performance Goals Final FY14 Report

GOAL #3: Ensure the Department's Accountability to the Public

Objective 3-2: Continue the ISO 9001 Process for Crime Scene Unit and Records Division to ensure that the most efficient and best practices are being utilized.

Performance Indicates Success

▪ **Importance :**

This effort is vital to initiating a quality management system that will perpetuate continuous improvement a performance. This business model inherently fosters stakeholder ownership and a true sense of empowerment.

▪ **Measurement:**

Measurement for this effort will come in the form of documented process improvement and performance. Current criteria are used as a baseline for continuous and measured improvement.

▪ **HPD Progress:**

All three (3) Divisions (Emergency Communications, Property, and Records) have successfully completed the first phase of the ISO recertification audit. The second phase will occur in July 2014 for all three divisions. Training provided to MSGI Operators and the Teleserve Unit enhanced the overall process improvement and mitigated the need for pay overtime. Additional training was provided so that the UCR closeout process could be handled by additional personnel, thus expanding capabilities.

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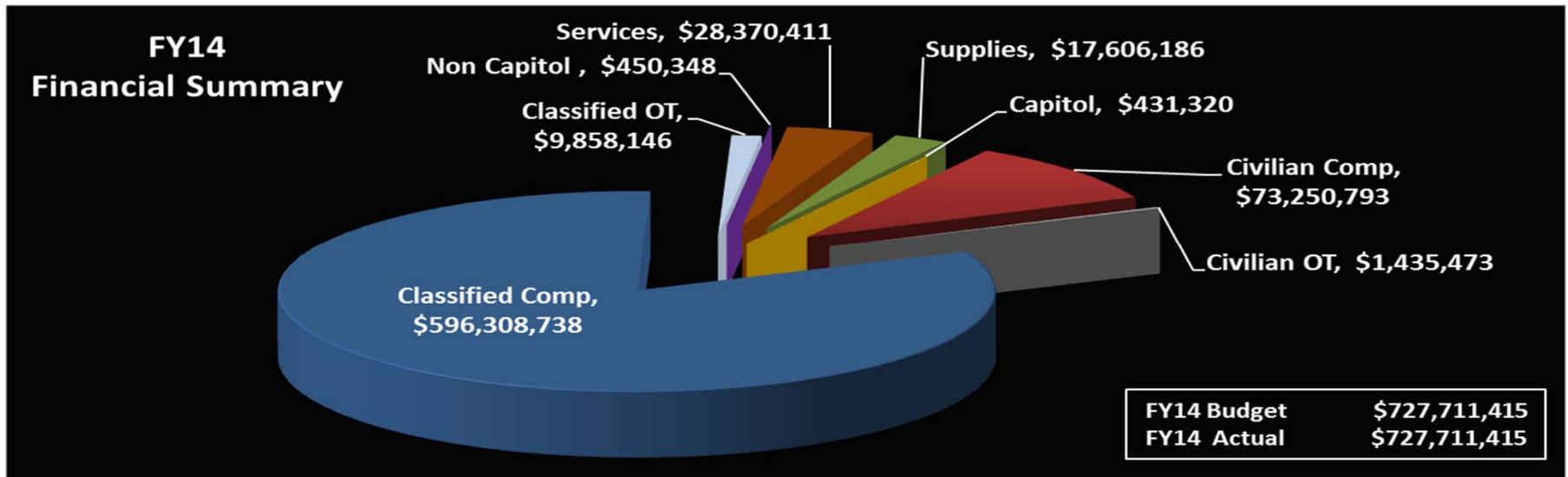
Houston Police Department Performance Goals Final FY14 Report

GOAL #3: Ensure the Department's Accountability to the Public

Objective 3-3: Exercise sound fiscal management in utilizing the funds provided by City Council.

Performance Indicates Success

- **Importance :**
To maintain the citizens' faith in the department's ability to manage the funds allocated to support the police departments mission.
- **Measurement:**
Year to date current budget spending.
- **HPD Status:**
HPD successfully managed the departments funds for FY14.



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Houston Police Department Performance Goals Final FY14 Report

GOAL #3: Ensure the Department's Accountability to the Public

Objective 3-4: Conduct Post-Critical Incident Training for all sergeants, lieutenants, captains and civilian equivalents.

Performance Exceeds
Expectations

- **Importance :**
To ensure the proper allocation of the departments resources in order to meet the needs of the citizens.
- **Measurement:**
Process milestones.
- **HPD Progress:**
All supervisors completed the Post Critical Incident Training for FY2014. Fifteen classes were held between September and December, 2013 and 1,229 supervisors completed the training.

Post Critical Training



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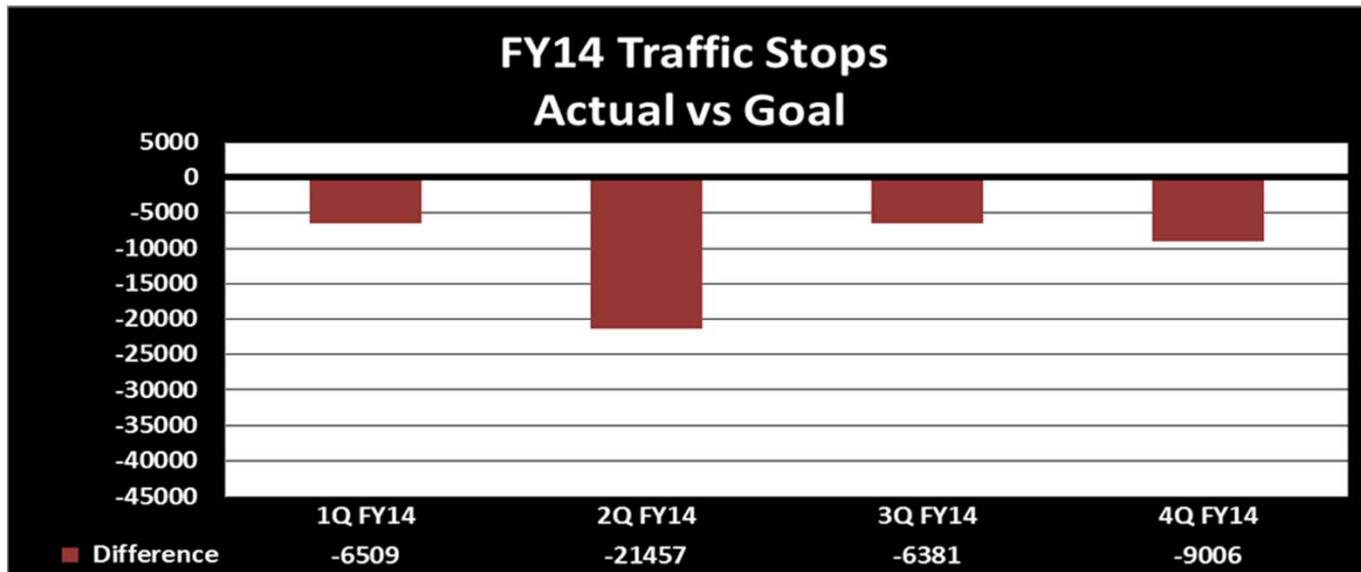
Houston Police Department Performance Goals Final FY14 Report

GOAL #4: Maintain/Increase Productivity

Objective 4-1: Exceed the 3-yr average of traffic stops conducted.

Performance is Below Expectation

- **Importance :**
Make our roads safer to travel and reduce traffic related injuries and deaths by removing impaired drivers from road and enforcing speed limits and rules of the road.
- **Measurement:**
Number of driver traffic stops reported on the racial profiling system (CY2010 – CY2012).
- **HPD Status**
HPD conducted 43,353 less traffic stops in FY14 (380,375) compared to the 3 year average (423,728).



FY14 Total	380,375
3 Year Average	423,728
Difference	-43,353

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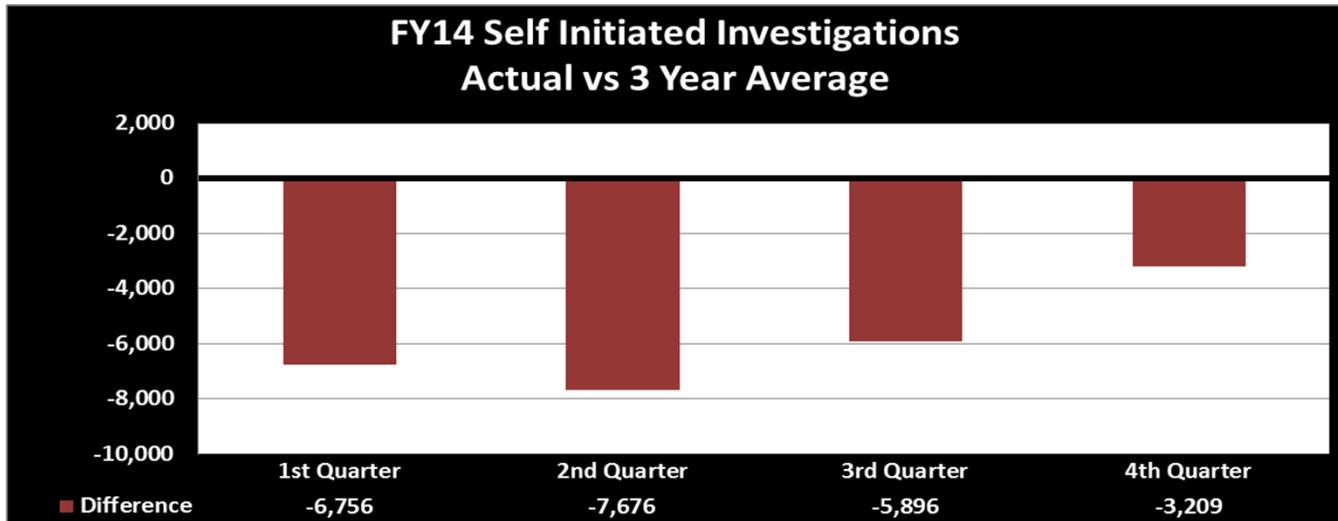
Houston Police Department Performance Goals Final FY14 Report

GOAL #4: Maintain/Increase Productivity

Objective 4-2: Exceed the 3-yr average of self-initiated investigations.

**Performance is Below
Expectation**

- **Importance :**
Patrol officers are able to detect and deter crime when they see suspicious behavior, observe a traffic violation, conduct a follow up investigation to gather information on a previous crime or look for suspects with outstanding warrants.
- **Measurement:**
Statistics provided by the Emergency Communication Division (FY2011 – FY2013).
- **HPD Status:**
The number of self initiated investigations for FY14 (119,975) was 23, 538 less than the 3 year average (135,513).



FY 14	111,975
3 Year Average	135,513
Difference	-23,538

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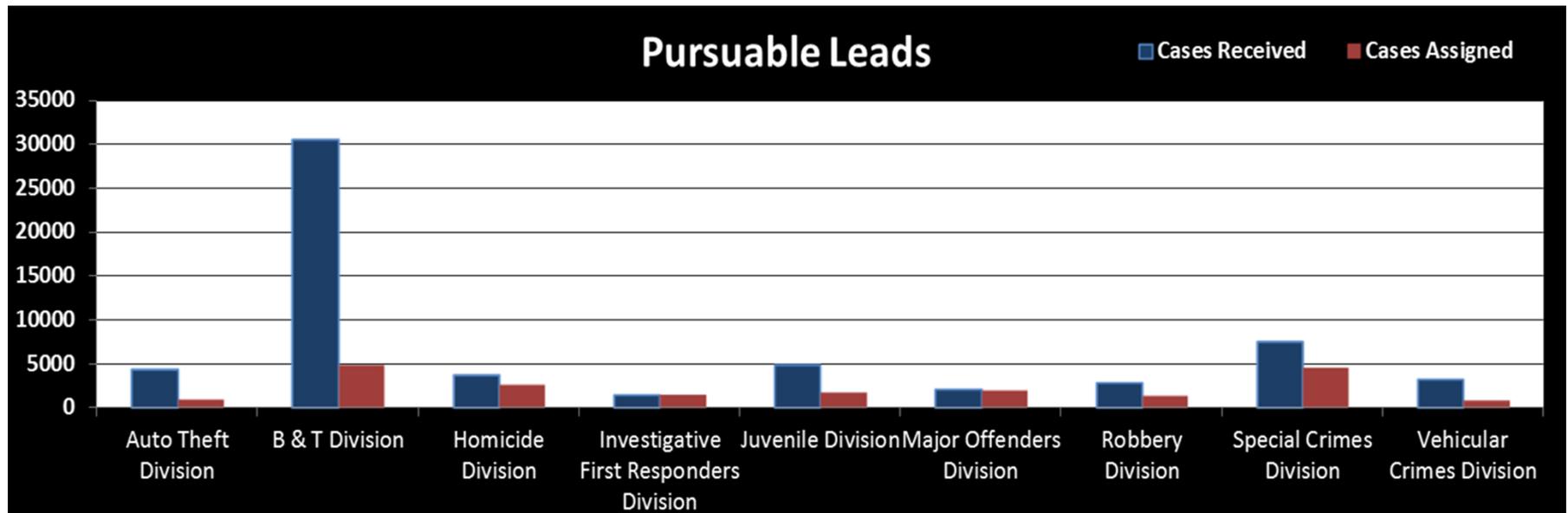
Houston Police Department Performance Goals Final FY14 Report

GOAL #4: Maintain/Increase Productivity

Objective 4-3: Increase the percentage of cases worked with pursuable leads.

Performance is Below
Expectation

- **Importance :**
Create a safe environment for the citizens of Houston.
- **HPD Progress:**
Due to the large number of cases and shortage of investigators, cases are prioritized for assignment based on the type of case (felony vs misdemeanor) type of lead (suspect name vs no name), severity of crime etc. Cases not assigned to officers are assigned to civilian support staff for contact and follow up.



Goal at a Glance

Houston Police Department Performance Goals Final FY14 Report

GOAL #4: Maintain/Increase Productivity

Objective 4-4: Maintain capacity to respond to approximately 1.1M calls-for-service annually.

Performance Exceeds
Expectations

▪ **Importance :**

Utilizing Teleserve, Patrol Desk Unit (PDU) and WebCop eliminates calls to dispatched, thus freeing patrol officers to respond to emergency calls quicker and to handle other duties.

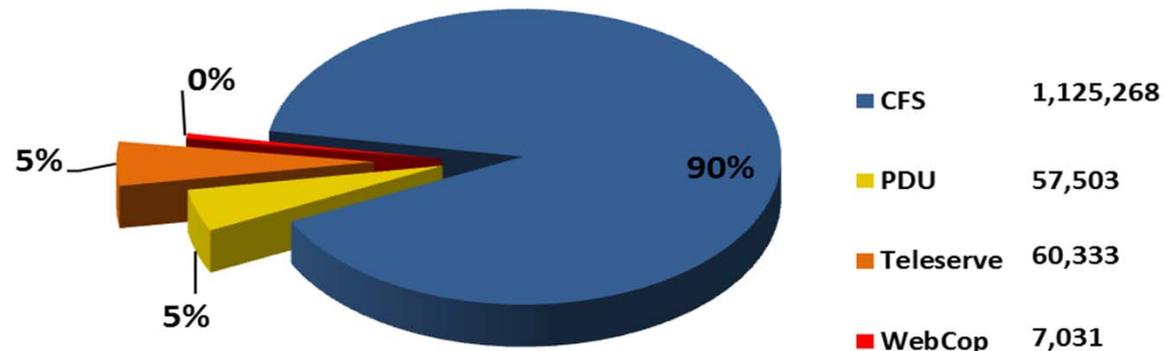
▪ **Measurement:**

The percentage of calls for service handled by PDU, Teleserve, and WebCop compared to patrol.

▪ **HPD Status:**

HPD handled approximately 1,125,268 calls during FY14.

FY14 Service Calls



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Houston Police Department Performance Goals Final FY14 Report

GOAL #4: Maintain/Increase Productivity

Objective 4-5: Maintain a positive property disposal rate (the amount of property returned to owners or disposed of is greater than the amount of property entered into evidence).

**Performance is Below
Expectation**

▪ **Importance :**

The property room is at risk of exceeding its capacity and the quantity of the property stored needs to be disposed of or released.

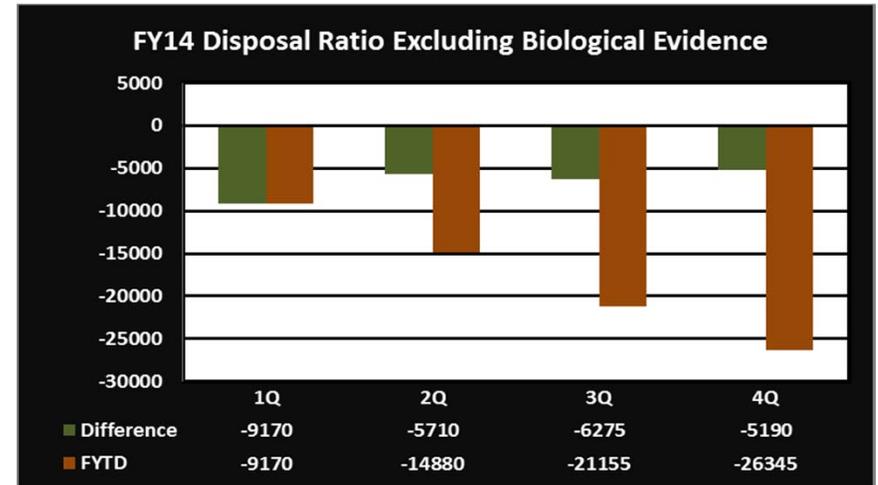
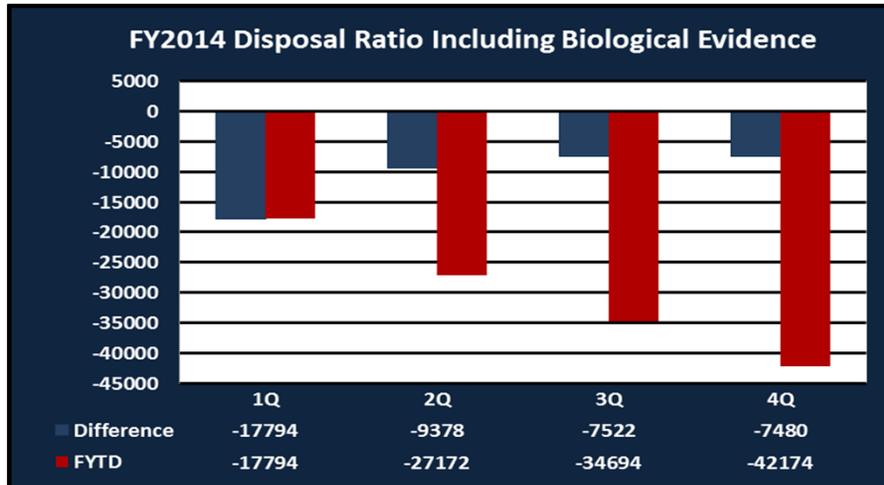
▪ **Measurement:**

The amount of property received compared to the amount of property disposed of or returned to owners.

▪ **HPD Progress:**

As of June, 30, 2014, HPD had 190,598 cases in the Property Room and a total of 469,873 items. The total items in the Property Room is affected by new incoming items, permanent outgoing items, temporary outgoing items to lab, court and investigations:

- 197,364 non biological and past statute
- 168,831 non biological and within statute
- 103,678 biological



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GOAL #5: Increase the Professionalism of Department Employees

Objective 5-1: Implement actions designed to reduce incidents of unacceptable or unwanted behavior.

Performance Indicates Success

- **Importance :**
Professional behavior of police department employees is important in gaining and maintaining community involvement, public support and legitimacy of its actions.
- **Measurement:**
Milestones of changes recommended by Discipline Committee and approved by the Chief.
- **HPD Progress:**

Employees are reminded of the policies and procedures regarding treatment of citizens, Use of Force, and the penalties for policy violation. The Post Critical Training for classified supervisors is completed. Classified employees are also required to attend life saving self defensive tactical training.

Goal at a Glance

Houston Police Department Performance Goals Final FY14 Report

GOAL #5: Increase the Professionalism of Department Employees

Objective 5-2: Complete implementation of customer service message and standard protocols through various forums and delivery mechanisms to all employees within the organization.

Performance Exceeds
Expectations

▪ **Importance :**

Provide employees with the tools to deliver professional and efficient customer service to the community.

▪ **HPD Progress:**

Since accomplishing all of the original initiatives to enhance customer service and communication between the employees and our customers the Department remains focused on each of the customer service efforts including:

- Additional customer service suggestion boxes being placed in areas and divisions where there is contact with customers,
- Placing additional customer service posters and slogans in common areas to remind employees of HPD's commitment to customer service,
- Working toward the implementation of electronic customer service mission reminders in the form of messages shared via commonly used electronic mediums used by officers throughout the tour of duty, such as Mobile Data Vehicle Terminals and the internal Department computer portal,
- The Training Division continues to add customer service messages to upcoming in-service training as a reminder to all employees of our duty and desire to provide the highest level of customer service.

Goal at a Glance

Houston Police Department Performance Goals Final FY14 Report

GOAL #5: Increase the Professionalism of Department Employees

Objective 5-3: Develop a cadre of classified employees trained to deliver defensive tactics and tactical training concepts.

Performance Indicates Success

▪ **Importance :**

Ensure officers are prepared to handle diverse situations during their daily encounters with the community by providing them with life saving self-defense tactics.

▪ **Measurement:**

Statistics provided by the Training Academy

▪ **HPD Progress:**

Patrol Searching Review: 472 learner completions

Patrol Building Searches Train-the-Trainer: 2 learner completions

Patrol Building Searches: 46 learner completions

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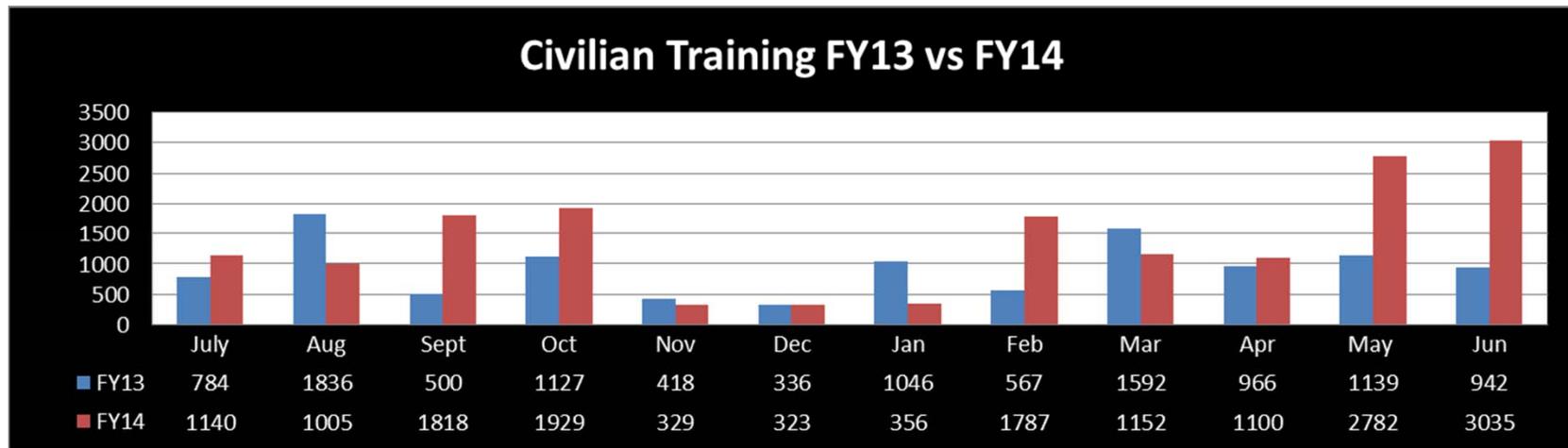
Houston Police Department Performance Goals Final FY14 Report

GOAL #5: Increase the Professionalism of Department Employees

Objective 5-4: Develop more training opportunities for civilian employees versus FY13.

Performance Indicates
Success

- **Importance :**
Employees need to possess certain training skills in order to promote and/or to complete their tasks efficiently and effectively improving their job performance and providing job satisfaction.
- **Measurement:**
Statistics provided by the HPD Academy.
- **HPD Progress:**
There was a 49% increase in training provided/taken by civilian employees in FY14 (16,756) compared to FY13 (11,253).



Goal at a Glance

Houston Police Department Performance Goals Final FY14 Report

GOAL #5: Increase the Professionalism of Department Employees

Objective 5-5: Develop a process to email civilian job postings to department employees.

No Reported
Information

- **Importance :**
Ensure civilian employees are aware of the job vacancies within the department.
- **Measurement:**
The number of posting forwarded to civilian employees.
- **HPD Progress:**
The civilian job postings will remain on the City of Houston website. Employees may view civilian postings via the following links: www.cityofhoustontx.gov/jobs and www.choice.cityofhouston.net. Divisions may elect to notify employees of civilian vacancies via an email blast; similar to the classified system.