

# Goal at a Glance

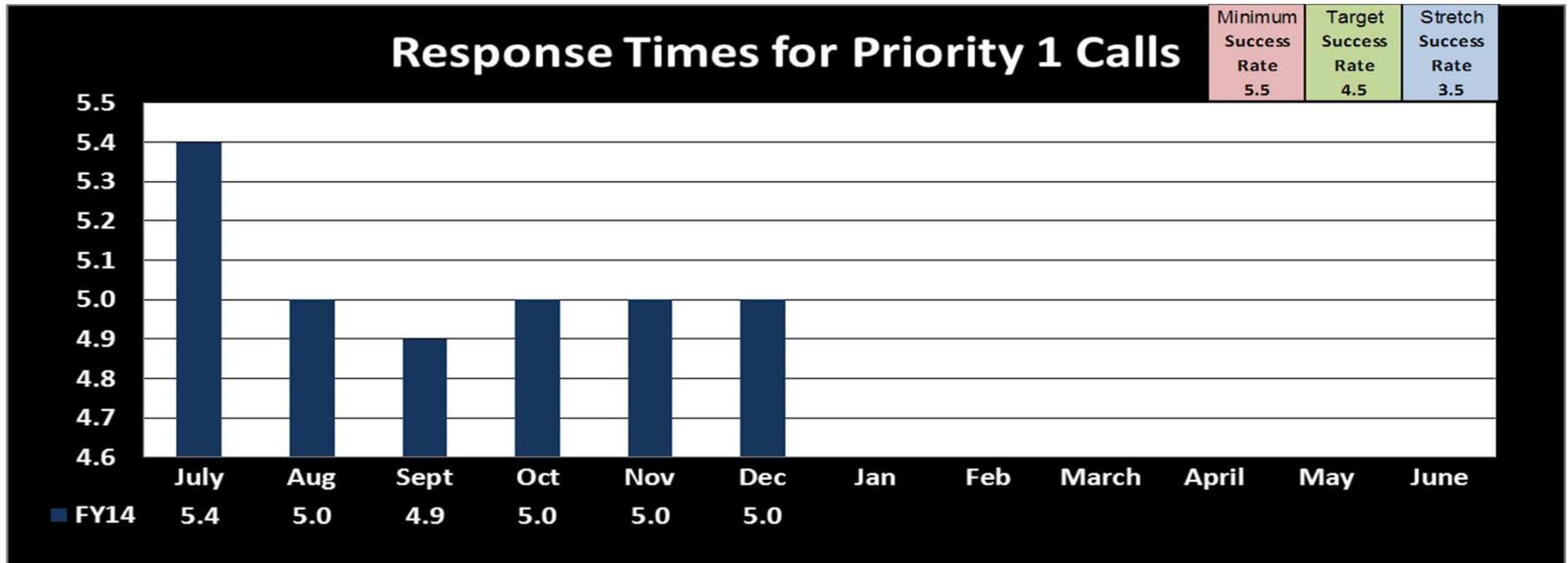
## Houston Police Department Performance Goals 2<sup>nd</sup> Quarter FY14 Report

**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.



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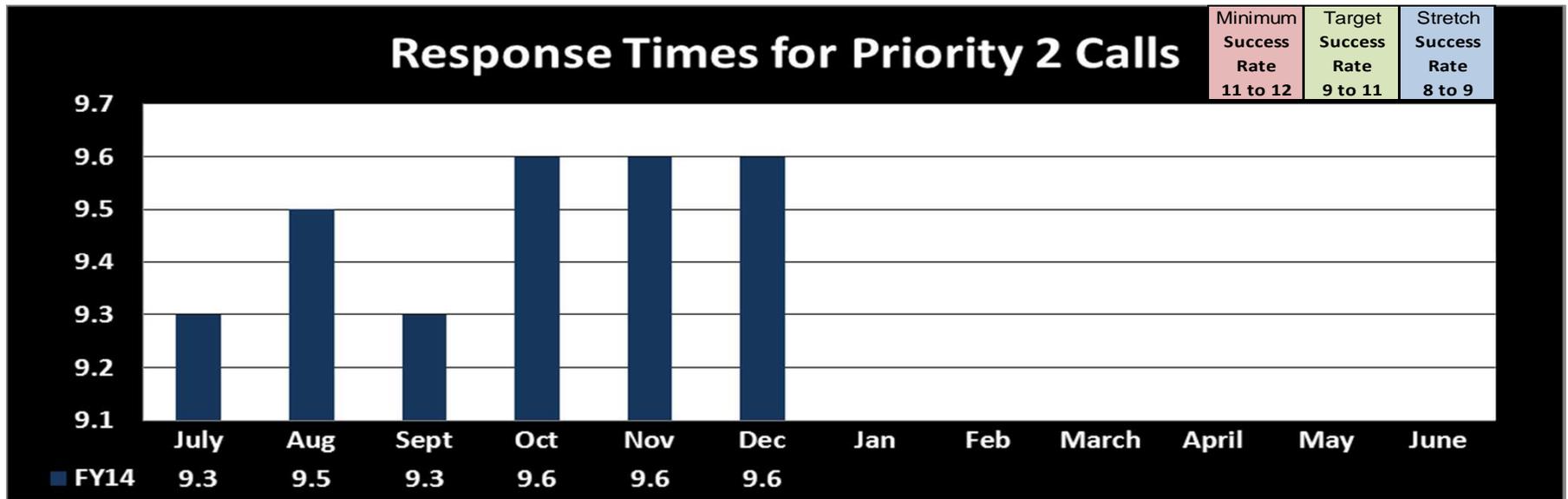
## Houston Police Department Performance Goals 2<sup>nd</sup> Quarter FY14 Report

**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.



# Goal at a Glance

## Houston Police Department Performance Goals 2<sup>nd</sup> Quarter FY14 Report

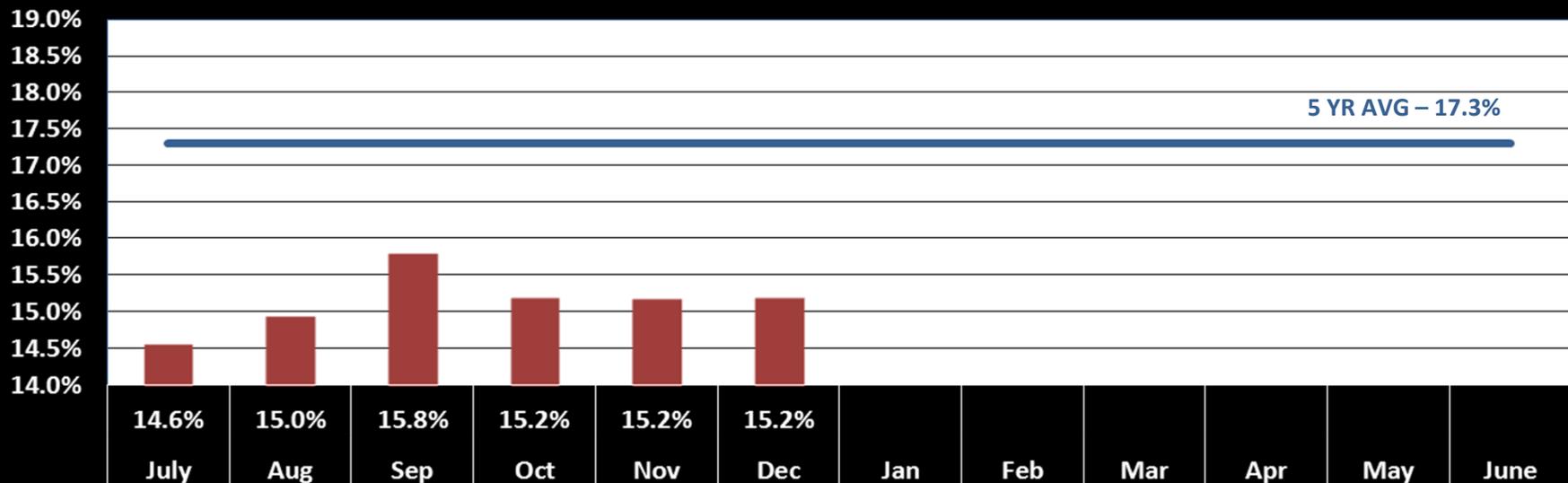
**GOAL #1: Enhance Safety Throughout the City**

**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 solution to the victims.
- **Measurement:**  
Clearance rate as compared to the prior five year.

### Part 1 Crime Clearance Rate vs 5 Year Average



# Goal at a Glance

## Houston Police Department Performance Goals 2<sup>nd</sup> Quarter 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 is Below  
Expectation**

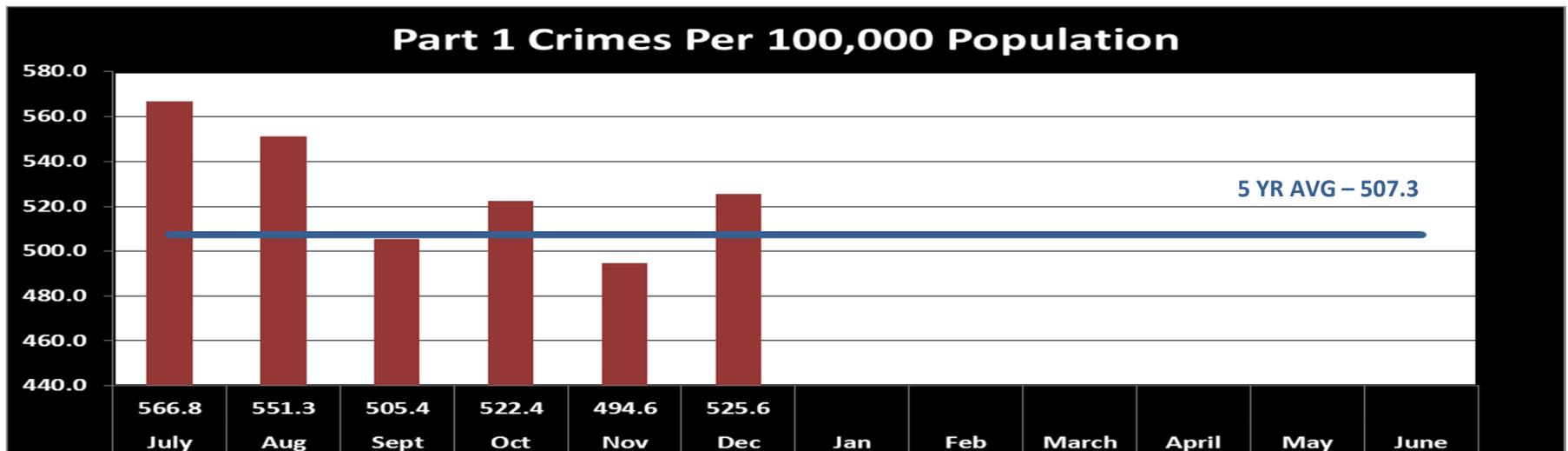
▪ **Importance :**

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 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.

- There was a 2.1% increase in the Part 1 Crimes per 100,000 population in the FY14 second quarter compared to the previous 5 year average.



# Goal at a Glance

## Houston Police Department Performance Goals 2<sup>nd</sup> Quarter 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.

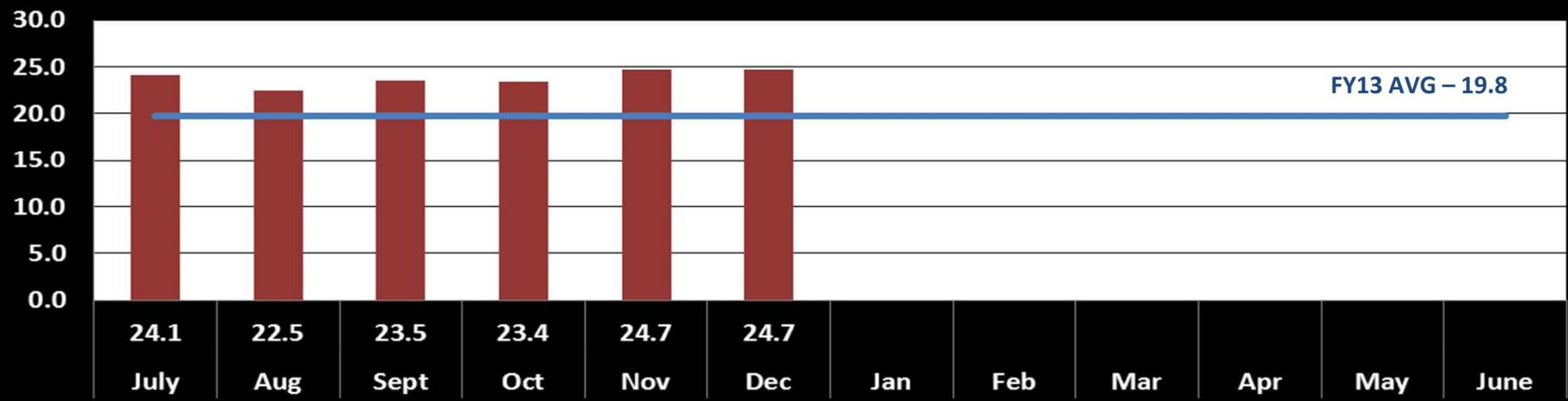
▪ **Measurement:**

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 weighted response time for the FY14 second quarter is 4.5% (24.3) above the FY13 average of 19.8.

### Weighted Response Times vs FY13 Average



## Goal at a Glance

## Houston Police Department Performance Goals 2<sup>nd</sup> Quarter 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.

No Reported  
Information

▪ **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:**

**Citizen Satisfaction Survey**

- During FY14 2<sup>nd</sup> quarter, 40,000 surveys were sent to citizens that had an encounter with an HPD officer in the form of reporting a crime, traffic accident or received a citation.
- As of December 12, 2013
  - 1,159 citizens had taken the survey (2.8%). HPD's interaction with the survey respondents was due to traffic stops (427), accidents (286), crime reports (427) and pedestrian stops (19).
  - 5,383 were returned for bad or incorrect address (13.45%)

**Leo Survey B**

- On December, 2013 HPD employees were invited to participate in a survey via phone or online. The survey is still in progress.
- As of January 2, 2014 was 248 or 4% of the department had responded.

## Goal at a Glance

## Houston Police Department Performance Goals 2<sup>nd</sup> Quarter 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.

#### ▪ HPD Update



Blog: 34 postings and 11,525 page views



Twitter: Sent 153 tweets and had 7,271 followers



Instagram: Posted 8 grams and had 252 followers



Flickr: Launched on Oct, 2013 and 143 photos have posted



Youtube: Posted 17 videos and had 1,512



Facebook: 68 postings and 45,126 likes were received



Nextdoor: Launched on Oct, 2013 and posted 3 videos



Vine: Launched on Dec, 2013 and it has 30 followers

## Goal at a Glance

## Houston Police Department Performance Goals 2<sup>nd</sup> Quarter 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 Work Demands Analysis model now contains all the necessary data needed to function. The WDA model can now be utilized to determine staffing needs for HPD based on desired productivity outcomes. March 1st is the projected date for Dr. Hoover, Sam Houston State University, to present to HPD the preliminary results obtained using the model.

## Goal at a Glance

## Houston Police Department Performance Goals 2<sup>nd</sup> Quarter 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 Indicators 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:**

The current ISO 9001:2008 certification for the Emergency Communications and Property Divisions expire in 2014. As such, both divisions are preparing for a formal recertification audit to be conducted in February 2014. Similarly, the Records Division has implemented the ISO 9001:2008 quality management system. All processes have been internally audited as required by the ISO standard. The HPD Internal Audit team is comprised of members from ECD, the Property Division, CSU, the Records Division and the Inspections Division.

The Crime Scene Unit has also implemented the ISO quality management system and will undergo their Pre-Assessment audit on January 13 – 14, 2014. CSU will pursue certification to the ISO 17020 standard and their formal third-party audit will be scheduled for early Spring 2014 as well.

# Goal at a Glance

## Houston Police Department Performance Goals 2<sup>nd</sup> Quarter FY14 Report

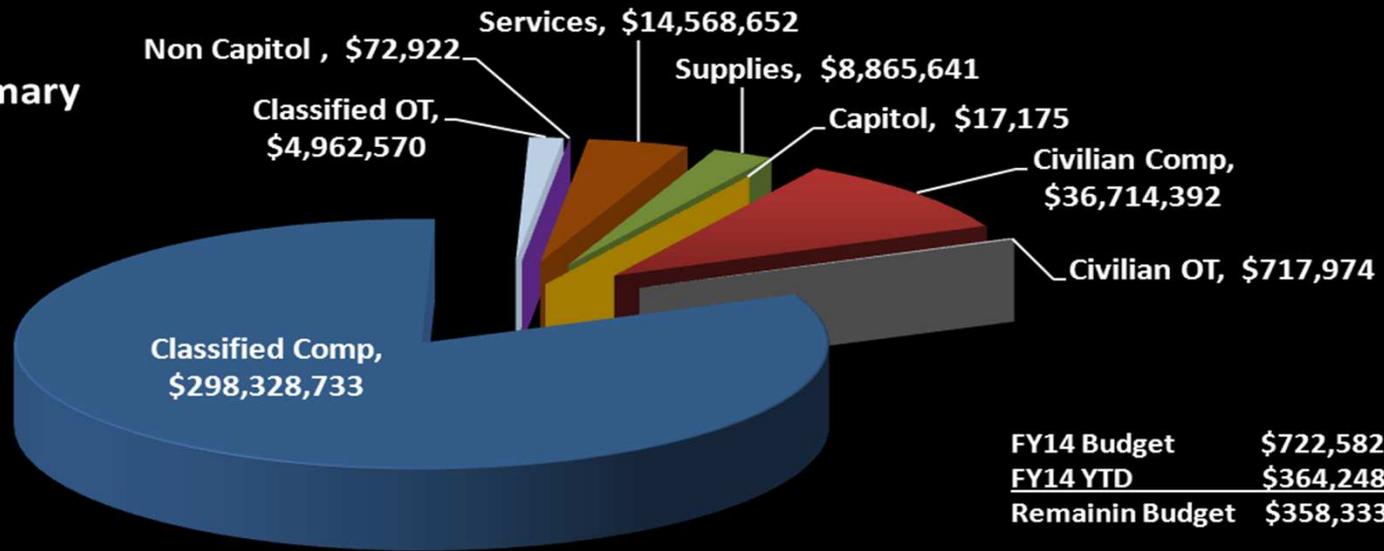
**GOAL #3: Ensure the Department's Accountability to the Public**

**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.

### FY14 Financial Summary



# Goal at a Glance

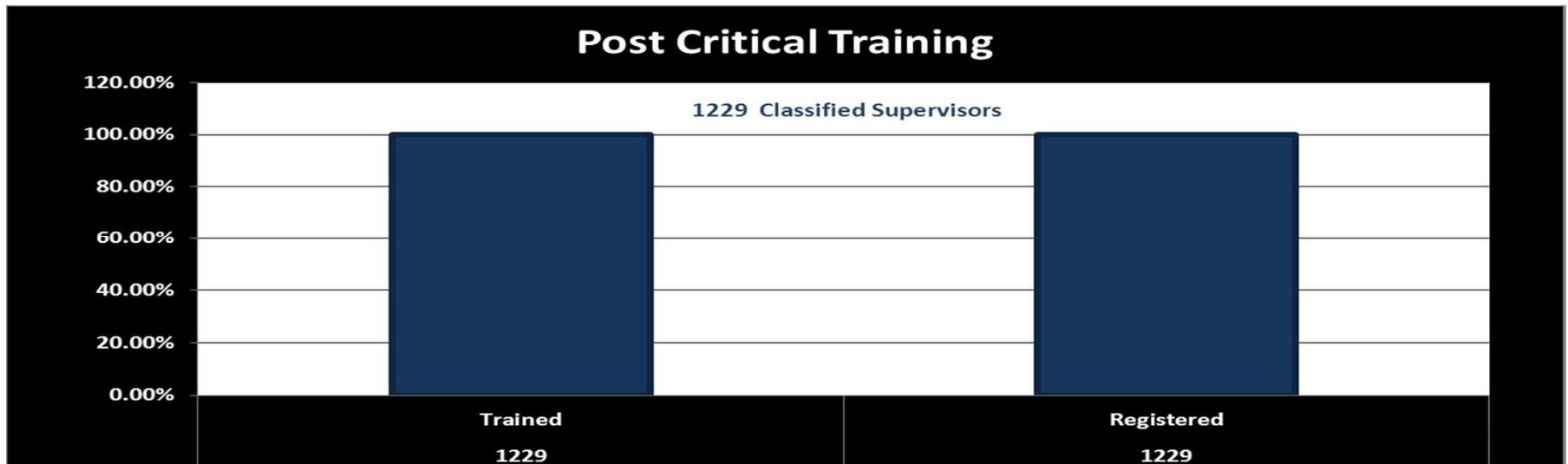
## Houston Police Department Performance Goals 2<sup>nd</sup> Quarter FY14 Report

**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 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 Progress:**  
The training is complete. Training started in September, 2013 and ended December 2013. Originally 14 classes were scheduled with a total of 15 actually completed. Total supervisors needing training were 1,134, 1,229 personnel actually took the course.



# Goal at a Glance

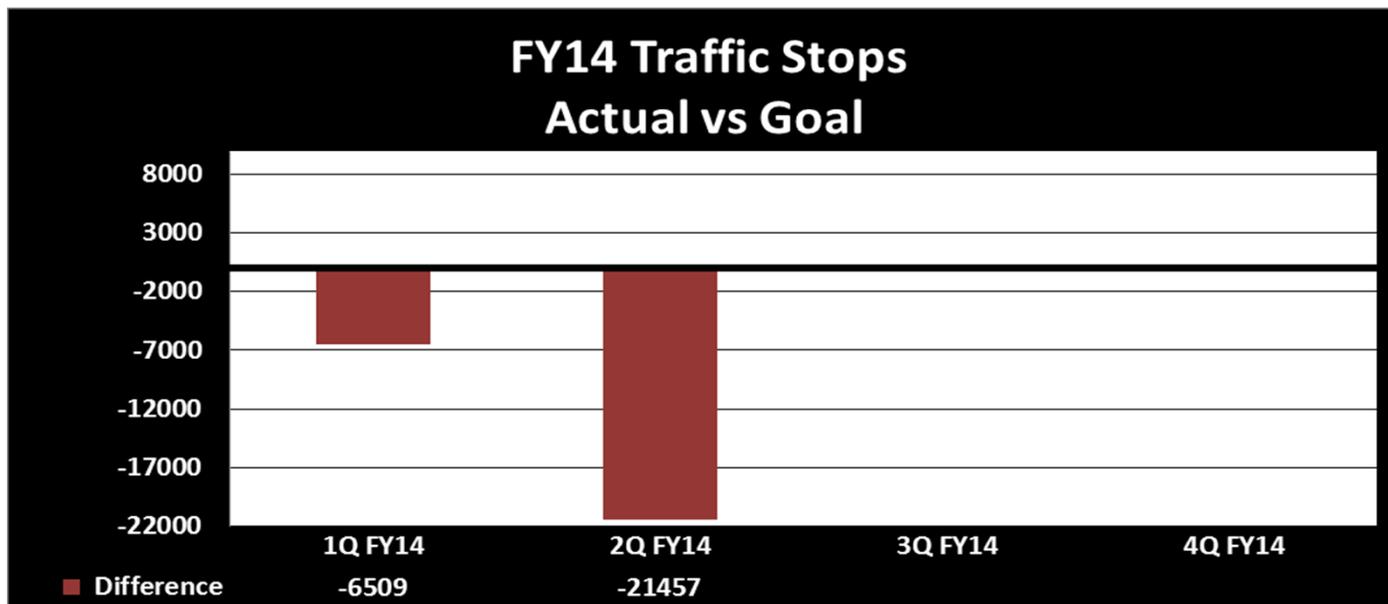
## Houston Police Department Performance Goals 2<sup>nd</sup> Quarter FY14 Report

**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**  
The 2<sup>nd</sup> quarter traffic stops (84,475) did not meet or exceed the 3 year average (423,728 per year /105,932 per quarter).



FY 14 Projected	367,796
3 Year Average	423,728
Difference	-55,932

# Goal at a Glance

## Houston Police Department Performance Goals 2<sup>nd</sup> Quarter FY14 Report

**GOAL #4: Maintain/Increase Productivity**

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

**Performance is Below  
Expectation**

▪ **Importance :**

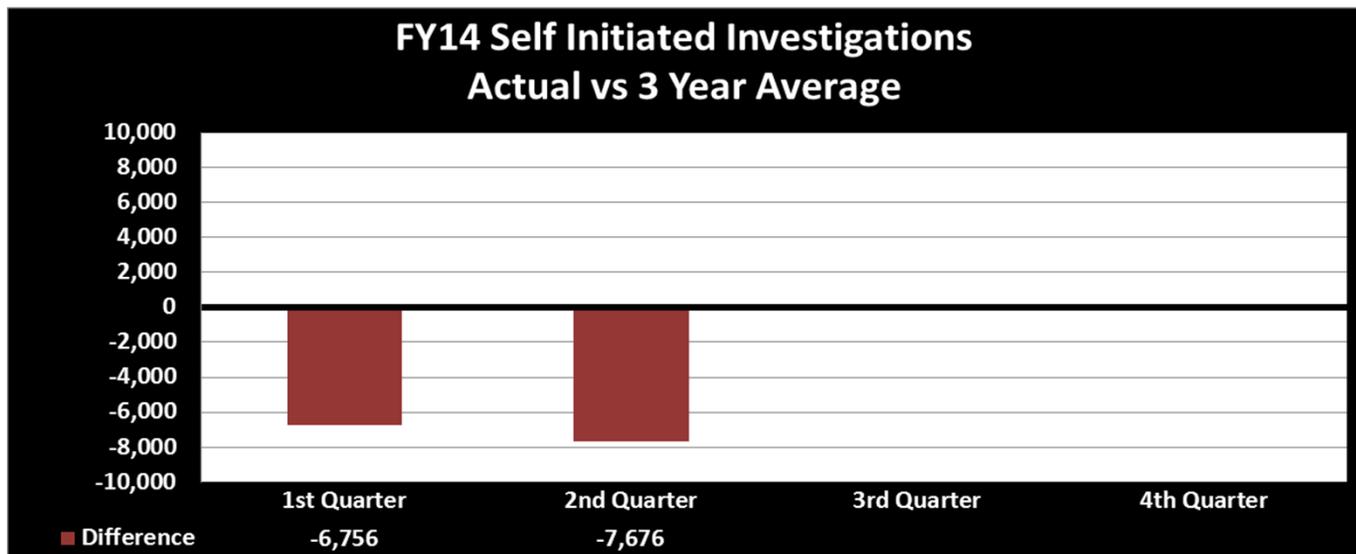
Patrol officers are able to detect and deter crime when they see suspicious behavior, observe a traffic violation, conduct a follow up investigation to gather information on a previous crime or look for suspects with outstanding warrants.

▪ **Measurement:**

Statistics provided by the Emergency Communication Division (FY2011 – FY2013).

▪ **HPD Status**

The 2<sup>nd</sup> quarter investigations (26,202) did not meet or exceed the 3 year average (135,513 per year / 33,878 per quarter).



FY 14 Projected	106,648
3 Year Average	135,513
Difference	-28,865

# Goal at a Glance

## Houston Police Department Performance Goals 2<sup>nd</sup> Quarter FY14 Report

### GOAL #4: Maintain/Increase Productivity

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

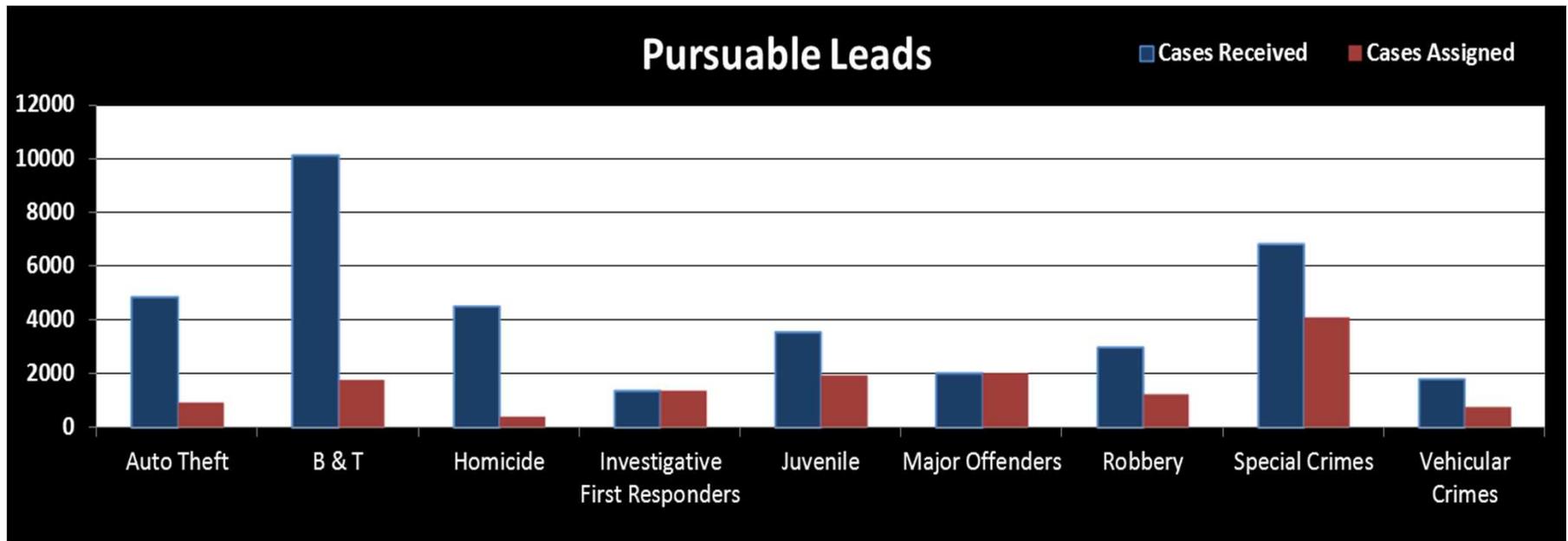
Performance is Below Expectation

▪ **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 2<sup>nd</sup> Quarter FY14 Report

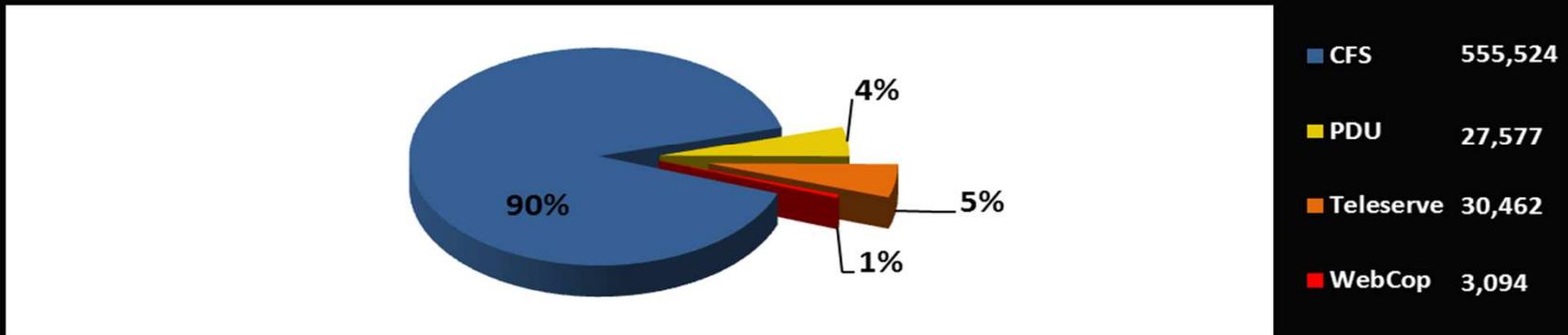
**GOAL #4: Maintain/Increase Productivity**

**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:**  
During the FY14 2<sup>nd</sup> quarter, HPD handled 314,832 calls for a FY14 total year to date of 616,657.

### Calls for Service FY14 YTD



# Goal at a Glance

## Houston Police Department Performance Goals 2<sup>nd</sup> Quarter 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.

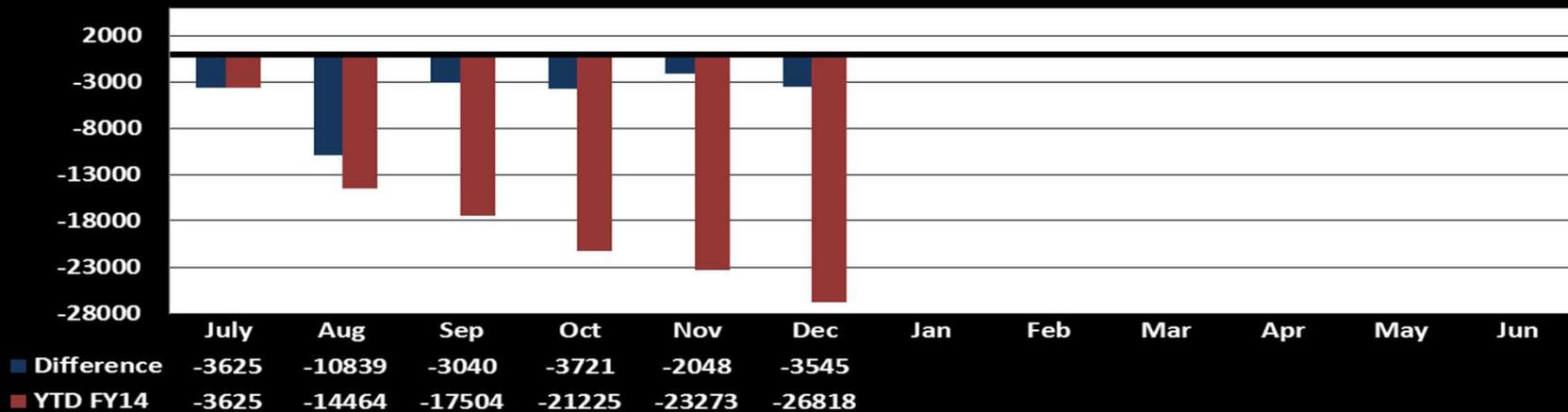
- **Measurement:**

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

- **HPD Progress::**

During the 2<sup>nd</sup> quarter of FY14, the Property Room received 17,609 items and disposed of 8,295 items. For the FY14 YTD, the property room is over by 26,818 items.

### Incoming vs Outgoing Disposal Rate



## Goal at a Glance

## Houston Police Department Performance Goals 2<sup>nd</sup> Quarter FY14 Report

**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 2<sup>nd</sup> Quarter 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 Indicates  
Success

▪ **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 2<sup>nd</sup> Quarter 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: 292 offerings, 1625 learner completions  
  
Patrol Building Searches Train-the-Trainer: 4 offerings , 95 instructors taught  
  
Patrol Building Searches: 24 offerings, 212 learner completions  
(

# Goal at a Glance

## Houston Police Department Performance Goals 2<sup>nd</sup> Quarter FY14 Report

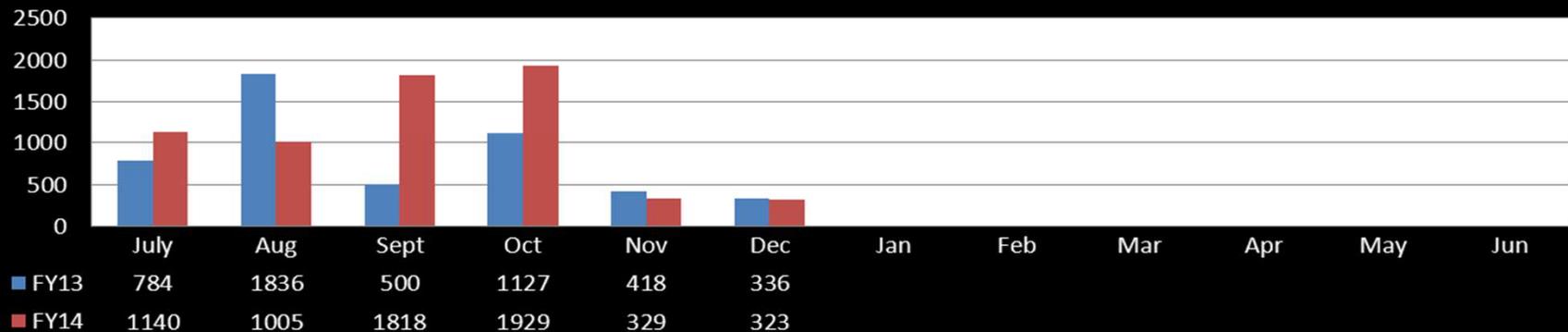
**GOAL #5: Increase the Professionalism of Department Employees**

**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:**  
Civilian employees are able to attend a variety of classes at the HPD Academy, E.B. Cape Center, and online classes via LMS to enhance their skills and increase their opportunity for advancement. The decrease in Nov and Dec, 2013 is due to employees taking time off during the holidays.

### Civilian Training FY13 vs FY14



## Goal at a Glance

## Houston Police Department Performance Goals 2<sup>nd</sup> Quarter FY14 Report

**GOAL #5: Increase the Professionalism of Department Employees**

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

**Performance is Below  
Expectation**

- **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 Employee Services Division (ESD) does not feel that HPD should be duplicating information that is already provided via the HPD Portal (see below bullet point) and the COH websites. ESD has no intention of instituting a process that:
  - duplicates systems already in place;
  - waste my understaffed CEU troops' time;
  - and is not a cost effective nor an efficient way to conduct business.