

*“Alone we can’t ...  
... but together we can!”*

*~ Unknown*

# Contents



Mental Health Division  
Houston Police Department

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Houston, TX 77002

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[houstoncit.org](http://houstoncit.org)

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# Chief's message



*"It is vitally important that we learn how to address these calls and handle them in a safe manner that reduces injuries to the community and our police personnel. That's what we're here for - to protect and serve this community - and the members who have substance abuse problems, homelessness, suffer from mental illness... they're part of our community, whether we want to acknowledge it or not, and they certainly deserve for us to serve them."*



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



## Executive Assistant Chief's message

*"MHD's police and professional partners provide exemplary assistance to consumers and their families who oftentimes do not benefit from other services. The work and services provided by MHD employees exemplify our commitment to improve the quality of life of all persons who live and work in Houston."*



**Michael A. Dirden**  
Executive Assistant Chief of Police  
Field Operations





## Commander's message - "Relationships Matter"

It is an honor serving as the commander of the department's first-ever Mental Health Division (MHD). The MHD is a unique division and a prime example of community policing. The success of a police department is commensurate to the extent to which it works with the community to identify and solve problems. The success of the MHD is due in large part to the collaboration that exists between the Houston Police Department, mental health professionals in Houston/Harris County, and advocacy groups, such as the National Alliance on Mental Illness. Working with its community partners, Houston has developed a division overseeing a multi-faceted strategy for responding to individuals in serious mental health crises that is the leader in the state and one of the national models.

Responding to individuals in serious mental health crises is a significant issue facing law enforcement today. Elevating the Mental Health Unit to a division underscores the Houston Police Department's commitment to responding to individuals with mental illness as professionally, safely, and humanely as possible. To our knowledge, Houston is the only police department in the nation to have a Mental Health Division and the resultant manpower and resources a division encompasses.

We will continue to work diligently with our community partners to improve our response to individuals with mental illness, substance abuse, and homelessness, and continue to develop innovative model strategies that will keep Houston the premiere law enforcement agency in the state and the nation regarding specialized police responses for the mentally ill.

*Wendy Baimbridge, Captain  
Houston Police Department  
Mental Health Division*



## Mental Health Division

### Mission

To provide a more professional and humane response to individuals in serious mental health crises.

### Purpose

To develop and oversee the department's multi-faceted strategies for responding to individuals in serious mental health crises and to provide guidance in the area of policy and procedures.





## Mental Health Division Management

(back row left to right) Sergeant Stephen Wick, Homeless Outreach Team; Lieutenant Patrick Plourde; Operations Supervisor

(middle row left to right) Sergeant Rodney Hill, Crisis Intervention Response Team; Sergeant George Mixon, Training and Administrative Unit

(foreground) Captain Wendy Baimbridge, Division Commander

(Not in picture) Sergeant Joseph Ramirez, Crisis Intervention Response Team



**Section One**  
Crisis  
Intervention  
Training  
Program

1



# Crisis Intervention Training Program

## History

Houston's Crisis Intervention Training (CIT) Program was the first of the Houston Police Department's multi-faceted strategies for responding to individuals in serious mental health crises. It is the foundational program and the program from which our other strategies have evolved and it was developed by a multi-agency task force spearheaded by Mental Health America of Greater Houston. It was piloted at the Central Patrol Division in 1999, and after a very successful pilot, the program was implemented department-wide starting in 2000.

## Program Description

Houston has a hybrid program in that it is voluntary for veteran officers and mandatory for new officers. Chief of Police Harold L. Hurtt made the decision to provide the 40-hour CIT class to all cadets starting with cadet class 191 in March 2007. The cadets graduate the police academy as CIT officers.

## Largest Program in Nation

To our knowledge, Houston has the largest contingent of CIT officers of any single police department in the nation. As of December 2013, Houston had a total of 2261 CIT officers in the department; 1606 of these officers are assigned to patrol.

## Importance of Dispatch

Call takers and dispatchers are integral to the success of our CIT program. All new call takers and dispatchers receive 16 hours of crisis intervention training in an effort to educate them about the program, liability issues of not dispatching a CIT officer to a CIT call, how to talk to a suicidal caller, and an explanation of the major mental illnesses.

## Advanced CIT

All CIT officers assigned to patrol, hostage negotiation team, jail, special operations, investigative first responder, security detail at police headquarters, and the mental health division are required to take an eight-hour refresher class each year. The class is titled Advanced CIT and the content of the class changes each year.



## CIT Officer of the Year 2013

Senior Officer Rafael Calles of the South Central Division was involved in a compelling and harrowing incident in 2012. He was flagged down by a man standing across the street from the patrol station as Officer Calles was pulling into the parking lot. Officer Calles motioned for the man, John Smith to come to the parking lot. Mr. Smith, who was agitated and defensive, told Officer Calles he needed help, that he was suicidal, and needed to go to the hospital. Officer Calles patiently listened and transported Mr. Smith to the Neuro-Psychiatric Center (NPC) for psychiatric evaluation.

While en route to NPC, Mr. Smith was ducking down, turning his head, and experiencing auditory hallucinations. Officer Calles asked Mr. Smith if he was hearing voices. Mr. Smith stated he had voices telling him to rob and hurt people, and went on to state he used PCP on a regular basis, to include being a gang member. Officer Calles patiently listened.

When they arrived at NPC, Mr. Smith told Officer Calles that he had intended to "take out" (shoot) Officer Calles when Mr. Smith flagged him over. He said he would have shot Officer Calles if he hadn't pulled into the station parking lot instead! Mr. Smith stated he had a weapon and dropped it when Officer Calles waved him to the station parking lot. Mr. Smith went on to say the weapon could be found in the grass where he was standing across the street from the patrol station.

Ultimately, Mr. Smith stated he decided to tell Officer Calles of his intentions to kill the officer because Officer Calles was nice to him and Mr. Smith did not want to hurt people anymore.

Officer Calles called the station and explained the situation. Officers found the weapon, a fully loaded .380 semiautomatic pistol where Mr. Smith said it was. Mr. Smith's claim to be a gang member also proved credible.

For his actions and handling of this incident Senior Officer Rafael Calles was named Houston Police Department's CIT Officer-of-the-Year during the department's Police Week Awards Ceremony in May 2013.

# CIT Officer of the Quarter



(at left) Senior Officer Joseph Deugenio (right) of the Westside Division was named CIT Officer-of-the-Quarter for the first quarter of 2013. Joe was in the first group of officers to volunteer for CIT in June 1999. Joe and the other officers volunteering for this unknown program took a leap of faith and helped make the program the huge success it is today. Joe is a very dedicated, productive, and compassionate CIT officer who has responded to numerous CIT calls over the years. Presenting the award is Mr. Dick Easterwood, President, NAMI Greater Houston.

(at right) Senior Officer Robin Thacker (left) of the South Central Division was named CIT Officer-of-the-Quarter for the second quarter 2013. Robin is a very dedicated and caring CIT officer who has handled numerous CIT calls over the years. She voluntarily serves as a facilitator for the role playing exercises that are part of the CIT training provided to cadets and veterans officers. Robin also serves as a fill-in Crisis Intervention Response Team (CIRT) officer who is always willing to help the division any way she can. Presenting the award is Mr. Dick Easterwood, President, NAMI Greater Houston.



(at left / left to right) Captain Wendy Baimbridge; Probationary Police Officer Joanna Blanco; Senior Officer Timothy Haase; Mr. Dick Easterwood, President, NAMI Greater Houston. Officers Haase and Blanco of the Eastside Division received the CIT Officer-of-the-Quarter for the third quarter 2013. Officers Haase and Blanco received the award for a call involving a suicidal male. The complainant called the police stating he was going to commit suicide. He did not give his address, but stated the police had been to his residence in the past. The officers went to the residence and spoke with the step-daughter, who told the officers the complainant was going through a divorce in addition to having serious medical problems, including HIV, cancer, and depression. The officers drove around the area and found the complainant standing on the edge of a railroad bridge ready to jump. The officers talked him from the bridge and took him for an emergency psychiatric evaluation and treatment.

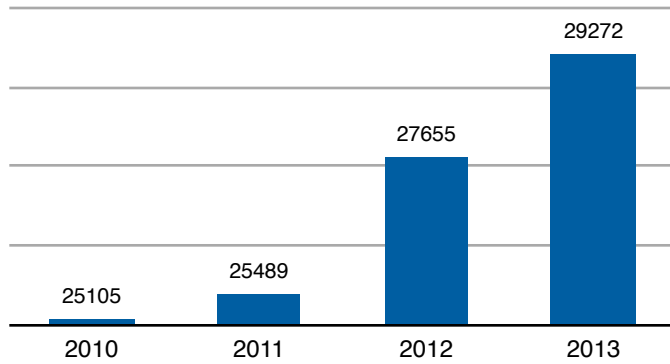
(at right) Officer Austin Huckabee (center) of the North Division received the CIT Officer-of-the-Quarter Award for the 4th quarter 2013. Officer Huckabee received a suicide in progress call, and upon arriving at the location, encountered a male who had slit his wrist and whose blood was spurting with each heartbeat. Officer Huckabee called for EMS and, while waiting for EMS to arrive, utilized his military training and placed a tourniquet on the suicidal male's arm stopping the flow of blood. EMS arrived approximately five minutes later; thus the suicidal male would have bled out if not for Officer Huckabee's life-saving action.





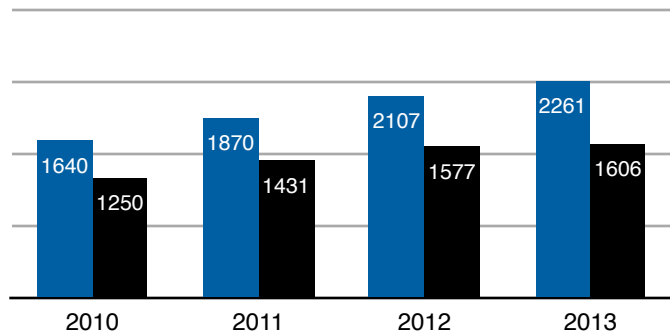
# Crisis Intervention Training (CIT) Program

CIT Calls-for-Service

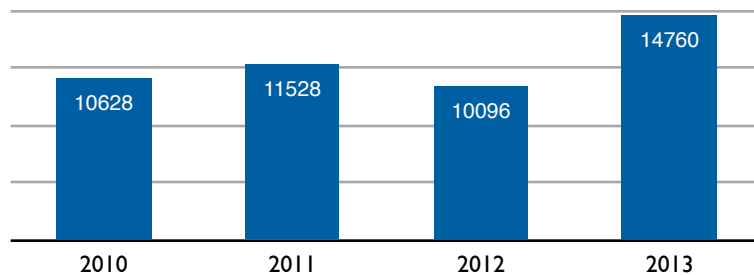


■ Total ■ Uniform Services

Number of CIT Officers



Number of CIT Reports Reviewed



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**Section Two**

Crisis  
Intervention  
Response  
Team

2



# Crisis Intervention Response Team

## History

Houston's Crisis Intervention Response Team (CIRT) started as a six-month pilot program in March 2008. The pilot was extremely successful and the program was made permanent later that year.

## Program Description

CIRT is Houston's co-responder program partnering a Houston CIT officer with a masters-level licensed professional clinician from the Mental Health Mental Retardation Authority (MHMRA) of Harris County. The officer and clinician attend roll-call together and ride together in a patrol car. CIRT is our highest level response to individuals in serious mental health crises. The following are the objectives of CIRT:

- Assist officers with CIT-related calls
- Conduct proactive and follow-up CIT Investigations
- Respond to SWAT calls as a resource, as required
- Handle the most serious CIT calls

CIRT units ride citywide with the sole responsibility of responding to CIT-related calls.

## Number of Units

Houston has ten full-time units with plans to add three. To our knowledge, Houston has the largest co-responder program, with the officer and clinician riding together as partners, of any single police department in the nation.

## Harris County Sheriff's Office Collaboration

Houston collaborated with the Harris County Sheriff's Office in October 2011 to help them start a CIRT program. Harris County started with three units. The program has been an overwhelming success and they increased their program by adding three additional units in September 2013.

## An Overwhelming Success

The programs in the Houston Police Department and the Harris County Sheriff's Office have been an overwhelming success. Some patrol supervisors have stated they would like to see every patrol division have their own CIRT units.





## The CIRT Clinicians

### **Debra Collins, LPC, LSOTP**

Debra is a licensed professional counselor (LPC) and a licensed sex offender treatment provider (LSOTP). She initially participated in a pilot project for CIRT and has been working full-time with CIRT for the past two years. Prior to CIRT, she worked with the Mobile Crisis Outreach Team (MCOT) for five years. Debra graduated from the University of Houston with a bachelor's degree in American Jurisprudence and continued at the University of Houston to earn a master's degree in behavioral science.

### **Michael Erickson, LPC**

Mike is a licensed professional counselor (LPC) and he has worked full-time with CIRT since the program's inception in May 2008. Prior to CIRT, Mike worked as the clinical team leader at the NeuroPsychiatric Center, and also has a private practice working with children and adolescents. Mike has 21 years of post-educational experience ranging from non-profit, community-based organizations to inpatient psychiatric hospitals and juvenile probation.

### **Donald Wylie, LPC**

Don has been actively employed in the mental health field for 37 years and he retired from the University of Texas Medical Branch (UTMB) after 30 years as a psychotherapist. He developed and managed several health programs for the former Texas Department of Corrections, including a pre-release program on the Jester 2 Unit, opening a 1000-man capacity unit on the Jester 3 Unit, and assisting in opening a 500-bed psychiatric facility at the Jester 4 Unit. He also ran a hospice program at the Texas City Unit, as well as supervising several other units. After leaving UTMB, Don worked for the M.D. Anderson Cancer Research Department as a therapist for individuals diagnosed with cancer. He has been with CIRT for the past five years.

### **Kisha Lorio, LPC, NCC**

Kisha is a licensed professional counselor and national certified counselor who received her masters of education in counselor education from the University of New Orleans, and who has a cognitive behavioral/reality therapy orientation towards treatment. She specializes in working with adults, including issues related to chronic disorders, depression and suicidal behavior; bipolar; schizophrenia, and substance abuse. Kisha has held jobs in mental health advocacy, court services, prison system inpatient substance abuse treatment, and psychiatric crisis services.

### **Ann MacLeod, LPC-S, NCC**

Ann is the program director for the master-level licensed clinicians of the Crisis Intervention Response Team (CIRT) and is employed by the Mental Health Mental Retardation Authority (MHMRA) of Harris County, Texas. She has a lengthy history in the mental health field and her experiences include mental health issues in assisting with legislative rules and face-to-face contact with clients. She has presented at regional, national, and international behavioral health and law enforcement conferences. Ann holds a master's degree in clinical psychology and is a licensed professional counselor supervisor in Texas, along with being certified by the National Board for Certified Counselors.



**Ann MacLeod  
Program Director**

extensive experience in treating both children and adults with mental illness using an eclectic approach of therapeutic techniques. Amber has worked in the community with those who are in need of immediate intervention due to acute psychiatric symptoms and also, has experience working with juveniles in a detention center; troubled young women in residential treatment, and has operated her own private practice. Amber's areas of specialty include treating dually diagnosed individuals who struggle with substance abuse, borderline personality disorder, and victims of domestic violence.

### **Anika Isaac, LPC, LMFT, LCDC, NCC**

Anika Isaac has a bachelor's degree in family science with a major in psychology, and a master's degree in marriage and family therapy from Texas Woman's University. She has twelve years of counseling experience with a specialty in addiction, marriage and family therapy, crisis intervention, grief counseling, critical incident stress management, and brief therapy. She is also a licensed marriage and family therapist, licensed professional counselor, licensed chemical dependency counselor, nationally certified counselor, and certified employee assistance professional. Anika has been working as a CIRT clinician since its pilot phase in 2008.

### **Donald Cooper, LPC-S, NCC**

Don has a deep commitment to the human services profession and has made helping his fellow travelers his life's mission. He has a master of arts in community counseling, with an emphasis in addictions from Marshall University Graduate College. He has additional graduate studies in clinical psychology from Duquesne University, to include a bachelor of arts with honors in psychology and human services, complemented by a minor in English from Davis and Elkins College. Don is a licensed professional counselor supervisor in Texas and a national certified counselor (NCC).

### **Kendra Lee-Martin, LPC-S, NCC**

Kendra Lee-Martin, MA, LPC-S currently serves as an LPHA for the Mental Health Mental Retardation Authority (MHMRA) of Harris County. As a member of CIRT, she is responsible for completing crisis assessments with consumers identified through the screening of emergency dispatch calls. She obtained her graduate degree in counseling from Prairie View A&M University and received her undergraduate degree in administration of justice from Texas Southern University. Her experience includes completing assessments, crisis counseling, facilitating individual and group counseling, reviewing clinical information and making level of care recommendations

### **Amber King, LPC**

Amber received her master's degree in community psychology from Lamar University in 2008. She has

### **Shelley Smith, LPC**

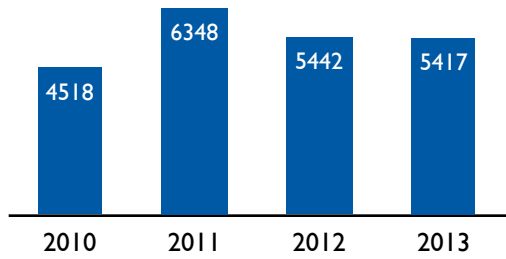
In 2006, Shelley received a master of arts in counseling with a focus on existential/humanistic theory from St. Edward's University in Austin, Texas. Subsequent to graduation, she was employed by the University of Texas Medical Branch as a psychotherapist at a Texas Department of Criminal Justice men's prison unit with a primary focus on psychological assessment, treatment referral, and crisis intervention. In 2008, Shelley became employed with MHMRA of Harris County with continued focus on assessment of adults, including those classified as sexually violent predators and children and adolescents, including those in juvenile detention facilities. In October 2013 Shelley transferred to CIRT.

### **Michael Hawkins, LPC**

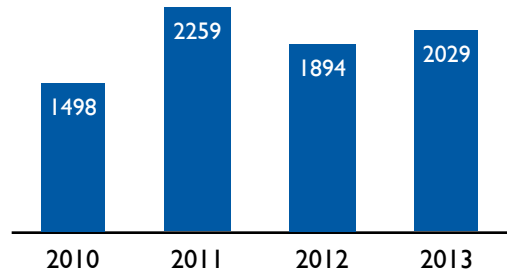
Mike received his bachelor of science in psychology from Texas A&M University, followed by his master of arts in human services from St. Edwards University, after which he received his license as a professional counselor. He previously worked for the Travis County Sheriff's Office wherein he conducted over 9,000 jail assessments, as well as provided victim witness counseling and critical incident stress debriefings. In 2001, he was the administrator for a privately run Assertive Community Treatment program. In 2006, he graduated from the Austin Police Academy and was an Austin police officer for a brief time. He joined MHMRA and the Crisis Intervention Response Team in 2009.

# CIRT Statistics

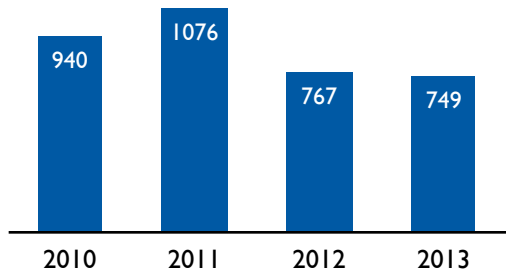
CIRT Calls for Service



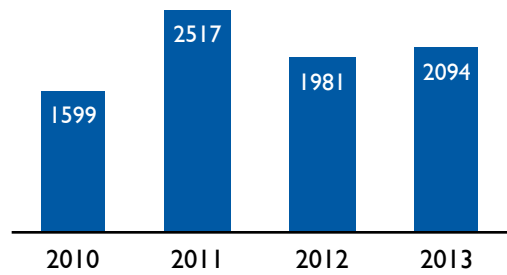
Emergency Detention Orders



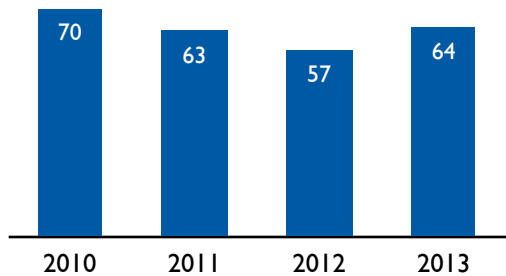
On-View Investigations



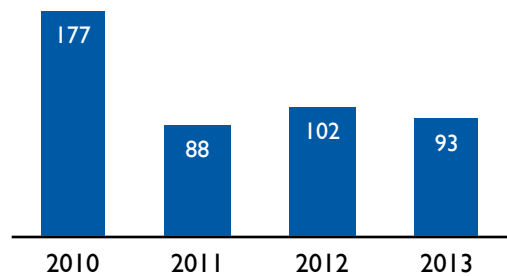
Incident Reports



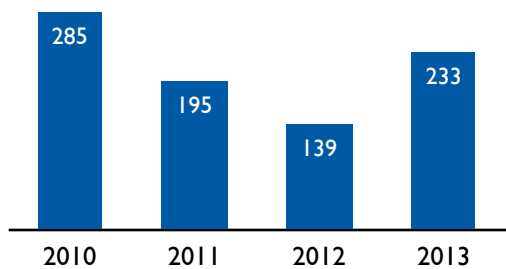
Arrests



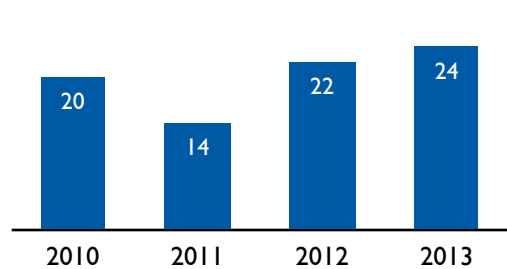
Jail Assessments



Referral Investigations



SWAT Scenes



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**Section Three**

Boarding  
Homes  
Enforcement  
Detail

3

# **HISTORICAL**

The city's first-ever ordinance  
to help regulate boarding homes in Houston

# **TREND SETTING**

Other cities are examining Houston's ordinance  
and using it as a model

# **COMMUNITY POLICING**

Bringing together the community and criminal justice  
to address a long-standing serious  
societal problem



## Boarding Homes Enforcement Detail

*Pictured above (left to right) Officer Chris Schuster, Senior Officer Doug Anders, Officer Vincent Johnson*

Since the inception of the Crisis Intervention Training (CIT) program in 1999, officers have voiced concerns about facilities that house individuals with physical and mental disabilities, such as personal care homes, assisted living facilities, group homes, and boarding homes. The list of complaints have varied and ranged from inadequate training of facility personnel/staff, numerous calls-for-service to the locations, fraud, physical abuse of residents, and other criminal activity.

The Mental Health Unit (MHU), as it was originally known and structured, did not have the manpower to investigate these types of on-going problems. Once assigned to the MHU in 2010, Senior Officer Doug Anders began the task of developing and writing a city ordinance to regulate and investigate such facilities. After approximately three years of persistence on this extremely complex issue, Officer Anders succeeded in having the City's first-ever Boarding Homes Ordinance passed and adopted by Houston's City Council on July 24, 2013.

With passage of the new ordinance, owners/operators of such facilities must register with the City, have fire inspections, have background checks completed on all owners and employees, and maintain certain records. Investigations and enforcement activities will be facilitated by the HPD Mental Health Division's Boarding Homes Enforcement Detail, headed by Senior Officer Anders, with citations issued by Differential Response Team (DRT) trained officers.

Although many boarding homes are well run, it must be noted that some are not and they often involve both physical and mental abuse, amongst other issues. An egregious example recently occurred involving three elderly malnourished men who were held against their will in a filthy garage for approximately one year. The locked garage had no bathroom, no beds or furniture except for one chair, and their captor was cashing and keeping the men's social security/disability checks.

Ultimately, the new Boarding Homes Ordinance will provide more authority to inspect and address problems found within these facilities and the Boarding Homes Enforcement Detail will be working with several agencies to address this growing and ever-complex problem.

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**Section Four**  
Homeless  
Outreach  
Team

4

“People who are homeless are not social inadequates. They are people without homes.”

- Sheila McKechnie



## Homeless Outreach Team

*Pictured above (back row left to right) Sergeant Stephen Wick, Officer Janice Terry, (front row left to right) Senior Officer Jaime Giraldo, Case Manager Deirdre Charles*

### History

The Homeless Outreach Team (HOT) started as a pilot program in January 2011. It was made a permanent program in the department after a very successful six-month pilot. Sergeant Stephen Wick, the team's current supervisor, developed and implemented the program.

### Program Description

HOT is comprised of one sergeant, two officers, and one mental health professional from the Mental Health Mental Retardation Authority (MHMRA) of Harris County. Their goal is to help the chronic homeless get off the streets into housing. The team helps the homeless with the following: housing, Social Security cards, passports, birth certificates, shelter referrals, medical equipment, employment, bus fare, medical care, and mental health treatment.

### Collaboration

The team collaborates directly with MHMRA of Harris County and works with several other organizations, as follows: SEARCH Homeless Services, Lord of the Streets, Bread of Life, Palmer Way Station, Star of Hope, Salvation Army, Healthcare for the Homeless, US Vets, DeGeorge Veterans Housing, Main Street Ministries, and Goodwill.

# Helping the Chronic Homeless



**Rodney**

Rodney, who suffers from Turrets Syndrome, lost his job as a security guard, and ended up living on a loading dock in the 1700 block of Ruiz for six months. He had a positive attitude and wanted to work, but his identification was stolen. HOT intervened and helped Rodney obtain new identification and a bicycle. The identification enabled him get a job as a janitor earning \$8 per hour and the bicycle was his transportation; thus, the job made it possible for Rodney to get an apartment.

He worked with the janitorial service for a year before gaining employment with an oil company that gave him a substantial raise. Rodney now earns \$18 an hour with benefits and has moved into a much nicer apartment.

**Curtis**

Curtis did odd jobs at the Dollar Store for 20 years. He was not a paid employee, but worked for whatever handouts the employees of the store gave him, which was usually food and drinks. Curtis always insisted his name was James Bond and that he was seventeen years old. No one knew where he lived or how he survived. In his 65th year, his health began to decline and he experienced chronic pain. He was taken to the hospital numerous times for bleeding ulcers. The hospital documented him as John Doe because they did not know his really identity. HOT developed a relationship with Curtis and, in an attempt to learn his identity, Officer Janice Terry checked his fingerprints against old HPD records and found a mug shot of him from 1991. Now that they had his true identity, HOT case manager Deirdre Charles was able to place Curtis in a personal care home. HOT was also able to help Curtis obtain his Social Security benefits. He lives in Kimberly Safe Haven and is happy and healthy, and loves his new residence.



# Helping the Chronic Homeless

## Paul

The Mayor's office referred Paul to the Homeless Outreach Team after he took up residence on a bench in front of City Hall. Paul is a retired Navy veteran and is homeless, and had been the victim of an aggravated robbery, which resulted in a lengthy hospital stay. During this incident, all of Paul's property, including his identification card and bank debit card were stolen. After being released from the hospital, Paul went to the bank and was told that unless he had identification, the bank would not be able to help him. The Homeless Outreach Team was able to access Paul's identity through their hand-held AFIS equipment and developed an identification packet for him. HOT then accompanied Paul back to the bank where Senior Officer Jaime Giraldo spoke with the bank manager to explain Paul's situation. The bank manager agreed to close Paul's account and to open a new one for him wherein Paul was able to access the \$18,000 in his bank account.





## 2013 Statistics

Event	Number
Consumer Contacts	2211
Provider Contacts	820
Referrals	1129
Transports (non-custody)	353
Calls-for-Service	215
Follow-ups	604
Homeless Outreach	1238
Divisions Worked With	100
Law Enforcement Agencies Worked With	73
Arrests (misdemeanors)	29
Arrests (felonies)	13
Reports	39
Emergency Detention Orders	30
Housed	123
PATH Contacts	692
Assignments/Meetings	755
Wheelchair Transports	19
Sobering Center Transports	32

**Section Five**

Chronic  
Consumer  
Stabilization  
Initiative

5

“Insanity:

Doing the same thing over and over again  
and expecting different results.”

- Albert Einstein

# **WINNER**

International Association of Chiefs of Police  
IACP Community Policing Award  
2010

# **FINALIST**

Herman Goldstein Award  
for Excellence in Problem-Oriented Policing  
2010

# **MODEL PROGRAM**

One of a handful of programs nationally  
to proactively address the issue of  
the chronic mentally ill



## Chronic Consumer Stabilization Initiative

### History

The Chronic Consumer Stabilization Initiative (CCSI) was piloted for six months in 2009, and instituted as a permanent program in the department in 2010. CCSI won the International Association of Chiefs of Police (IACP) 2010 Community Policing Award and was a Finalist for the 2010 Herman Goldstein Award for Excellence in Problem-Oriented Policing. Houston City Council, impressed with the program's significant outcomes, voted to increase funding for the program in 2012.

### Program Description

CCSI is the Mental Health Division's proactive program for dealing with the most chronic mentally ill consumers. The division identifies the consumers, who account for the most police calls-for-service and, through intensive case management, attempts to keep these consumers from going into crisis. The case managers access outpatient mental health treatment, housing, primary health care, substance abuse treatment, and social security benefits for the consumers assigned to them. The case managers work closely with the NeuroPsychiatric Center, Mobile Crisis Outreach Team, Crisis Stabilization Unit, Crisis Residential Unit, and the Houston Police Department in an attempt to stabilize these clients. Consequently, of the 51 consumers on the CCSI program, approximately 70% have reduced both their police contacts (law enforcement calls-for-service) and emergency detentions by 50%.

### Collaboration

This is a truly collaborative program partnering the Houston Police Department with the Mental Health Mental Retardation Authority (MHMRA) of Harris County.



# Case Study

## Personal Information

Name: Tyrone Dolphin

Age: 41

Diagnosis: Schizophrenia

Time on program: Two years



Tyrone Dolphin

## From Star High School Athlete and Full Collegiate Athletic Scholarship to Homelessness

Tyrone enjoyed a normal childhood and excelled as an athlete at Willowridge High School, where he set multiple state records in both football and basketball, and went on to attend Western New Mexico University on a full athletic scholarship. Unfortunately, Tyrone developed schizophrenia during his freshman year and had to drop out of college, thus ending his dreams of playing in the National Football League and becoming an Aeronautical Engineer.

Although Tyrone's father and uncle both suffered from schizophrenia, mental illness was new to Tyrone and he was not able to appropriately cope with the illness. He resisted treatment and severed ties with his family and friends, and ended up being arrested several times, which led to his being homeless.

Tyrone's mother relentlessly persisted in her efforts to help Tyrone, and through her efforts, he was able to acquire social security benefits, re-enroll in college at Texas Southern University (TSU), and found gainful employment. These accomplishments were short-lived, however, because it was not long before he was back to being homeless.

Tyrone came to the attention of the Houston Police Department in 2012, when he was selected to participate in the Chronic Consumer Stabilization Initiative (CCSI). He had just been released from jail and was hospitalized at the Harris County Psychiatric Center. Since participating in CCSI, Tyrone has had only one interaction with law enforcement - the TSU Police Department - who transported him to the NeuroPsychiatric Center for voluntary commitment.

Other than this interaction, Tyrone has made a complete turnaround. He was placed in a personal care home and regularly attends his doctors appointments, voluntarily receives bi-weekly injections, and has a positive outlook on life. He returned to college two years ago at Houston Community College with a goal to obtain an Associates Degree. Additionally he has completed barber college and will soon be taking his state licensing exam.

# Cost Prior/Post CCSI

## Prior to CCSI

6 stays at Harris County Psychiatric Center (HCPC) (75 days @ \$866.67 per day)	\$65,000
6 visits at NeuroPsychiatric Center (6 visits @ \$680 per day)	\$4,080
32 police contacts (minimum of 2 hours per contact @ \$42.02/hour)	\$2,690
18 arrests (city jail \$137 per day; Municipal Court \$5,784)	\$8,340
Harris County Jail (216 days @ \$280 per day with meds)	\$60,480
Texas Department of Criminal Justice (33 days at \$50.04 per day)	\$1,651
<b>Total</b>	<b>\$142,241</b>

## After Entering CCSI

No visits to Harris County Psychiatric Center	\$0
No visits to NeuroPsychiatric Center	\$0
No police contacts	\$0
No arrests	\$0
No stays at Harris County Jail	\$0
No stays at Texas Department of Criminal Justice	\$0
<b>Total</b>	<b>\$0</b>



Tyrone Dolphin

# **Section Six** Firearms Investigations

# 6



# Firearms Investigations

## History

Texas Representative Allen Fletcher and Texas Senator Joan Huffman authored Senate Bill 1189, which was sponsored by Houston's Mental Health Division and signed into law September 2013. The law authorizes a peace officer, who takes a person into custody for an emergency detention order, to immediately seize any firearm found in that person's possession. The law further mandates that the officer shall immediately provide the person with a written copy of the receipt for the firearm and a written notice of the procedure for the return of the firearm. The Mental Health Division seized 67 firearms in 2013. Of these, 10 individuals were not legally authorized to possess a firearm (they were either a felon or adjudicated by the courts as mentally defective).

## Investigator Duties

The Mental Health Division is responsible for complying with this law and Officer Charlah Woodard (pictured above) serves as the Firearms Investigator for the Mental Health Division. She is responsible for the following:

- Complete an Alcohol Tobacco and Firearms trace of the seized firearm
- Perform a criminal history check of the person
- Contact the facility the person was taken to so as to determine if he/she was committed
- Notify the State if the person has a concealed handgun license and was committed to a mental hospital
- Notify the FBI if the person was committed to a mental hospital for placement on the National Instant Criminal Background Check System
- Send certified letters to the person the firearms was seized from and his/her family

**Section Seven**  
Training  
Unit

7



“Upon the subject of education,  
not presuming to dictate any plan or system  
respecting it, I can only say that I view it as  
the most important subject which we as a  
people may be engaged in.”

- Abraham Lincoln

# **SELECTED**

To present at the IACP Conference  
2012, 2013

## **NATIONAL MODEL**

One of six police departments nationally selected  
by the United States Council of State Governments  
as a learning site for specialized policing responses  
for the mentally ill

## **STATE LEADER**

Selected by the Law Enforcement Management  
Institute of Texas (LEMIT) at Sam Houston State  
University to provide the state-mandated 16-hour  
CIT class to all Texas police chiefs

## **STATE MODEL**

Houston's CIT curriculum was used as the model  
for the state-mandated CIT training  
under the Bob Meadors Act.

Houston led the development of the first  
24-hour CIT curriculum for the  
Texas Basic Peace Officer Course



## Training Unit

*Pictured above Officer Rebecca Brown and Senior Officer Frank Webb*

Training is essential to the mission of the Mental Health Division and it is the foundation of the division's multi-faceted response strategies. The training unit is responsible for providing the following curricula:

- 40-hour Mental Health Peace Officer class to veteran HPD officers and cadets
- 40-hour CIT class to law enforcement and mental health professionals across the state and nation
- 8-hour department-mandated Advanced CIT class
- 16-hour department-mandated CIT training for dispatchers and call-takers
- 8-hour state-mandated CIT Update class for HPD officers and law enforcement personnel across the state
- 8-hour CIT class for HPD new-hire jail personnel
- 4-hour CIT class for veteran HPD jail personnel
- Miscellaneous classes and presentations, as needed

### **Council of State Governments Learning Site**

Houston's Mental Health Division Training Unit has a reputation as being the leader in the state and one of the national leaders. Because of this, Houston was one of six police departments across the nation selected as a learning site for specialized policing responses for responding to the mentally ill. As a learning site, Houston provides information on its programs for responding to the mentally ill, hosts visitors from across the nation, and trains law enforcement and mental health personnel from across the state and nation.

## Training Statistics - 2013

Class	# Classes Taught	# Hours Taught	# Personnel Taught
Advanced CIT *	31	248	1901
CIT Intermediate **	26	208	1047
Mental Health Peace Officer	4	160	93
CIT for Cadets ***	3	120	218
Crisis Communications for HEC *	2	32	46
CIT for Jail Personnel *	12	51	274

\* Department-mandated

\*\* State-mandated

\*\*\* Requirement of Escobar Compromise & Settlement Agreement

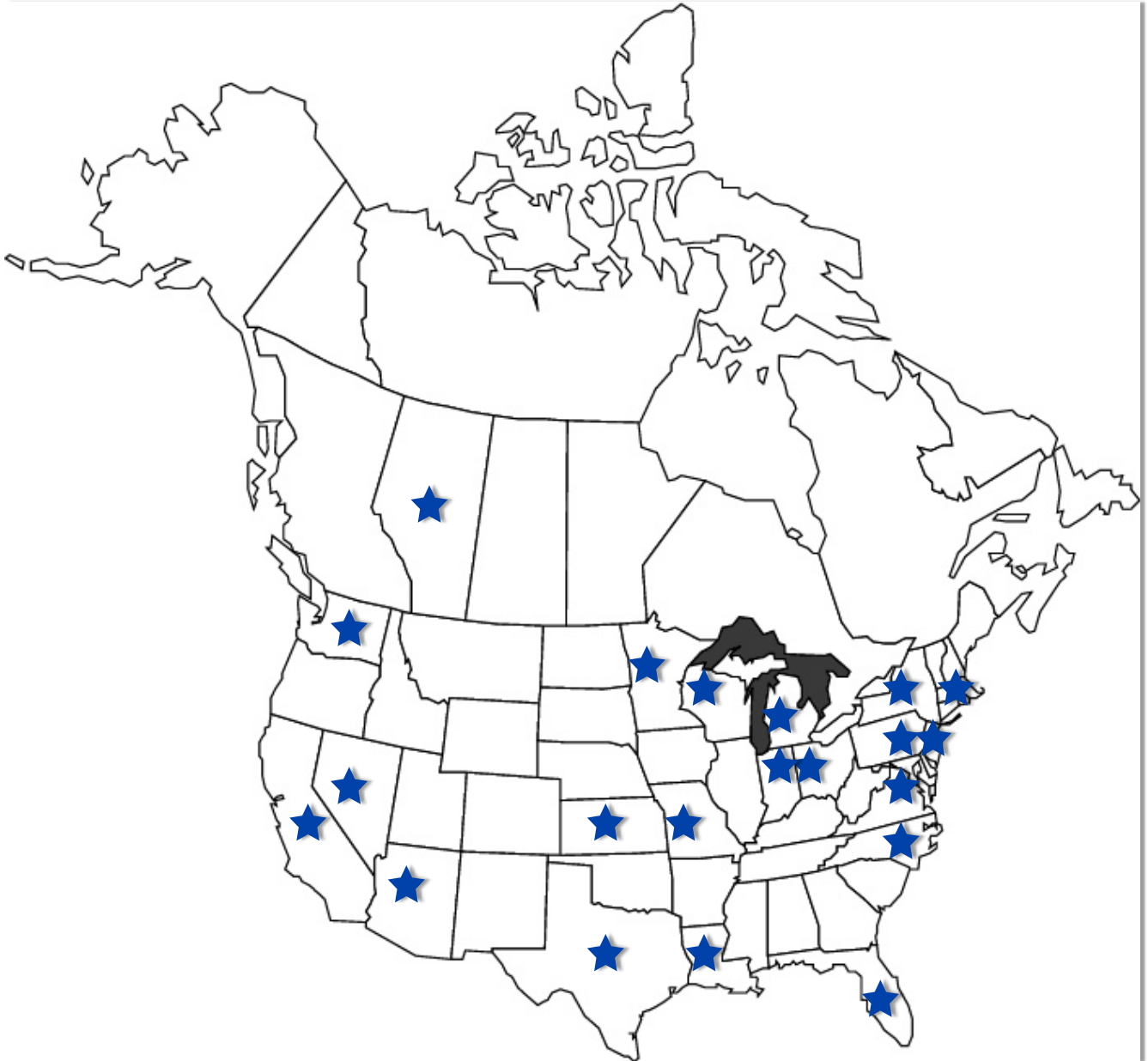
## Learning Site Activity - 2013

Type of Assistance	# of Contacts
Instruction	348
Training Material	618
Program Information	99
Collaboration	8

# States Trained/ Interacted With	# Agencies Trained/ Interacted With	# Countries Outside U.S. Interacted With
21	143	1

# Learning Site Activity - 2013

## National / International Impact





# Learning Site Activity - 2013

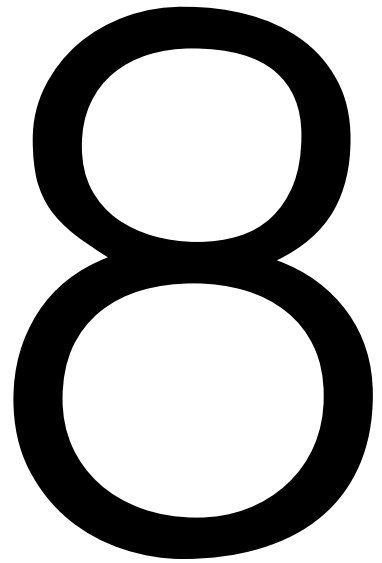
## Agencies/Organizations Represented in Training

1. Aldine ISD Police Department (TX)
2. Allen Police Department (TX)
3. Armstrong County Sheriff's Office (TX)
4. Aubrey Police Department (TX)
5. Bastrop Police Department (TX)
6. Beaumont Fire & Rescue (TX)
7. Bellaire Police Department (TX)
8. Blue Earth County Mental Health (TX)
9. Bremond Police Department (TX)
10. Brenham Police Department (TX)
11. Broward County Sheriff's Office (FL)
12. Brown County Sheriff's Department (TX)
13. Burnet County Sheriff's Office (TX)
14. Calvert Police Department (TX)
15. Cash America International (TX)
16. Cass County Constable's Office Pct. 2 (TX)
17. Chambers County Fre Marshals Office (TX)
18. Charleston County Sheriff's Office (NC)
19. Cherokee County Courthouse TX)
20. City of Panorama Village Police Department (TX)
21. Coldspring/Oakhurst Consolidated ISD Police (TX)
22. Conroe ISD Police Department (TX)
23. Corpus Christi Police Department (TX)
24. Crime Prevention Association of Texas
25. Dayton Police Department (TX)
26. Deer Park Police Department (TX)
27. Denton County Sheriff's Office (TX)
28. Durham Police Department (NC)
29. Eagle Pass Constable's Office (TX)
30. East Texas Training Academy
31. Eastfield College Police Department (TX)
32. Federal Detention Center of Houston
33. Fishers Police Department (IN)
34. Franklin County Department of Emergency Management Services (PA)
35. Franklin Police Department (PA)
36. Friendswood Police Department (TX)
37. Fort Bend County Constable's Office Pct. 4 (TX)
38. Fort Bend County Criminal Justice Mental Health (TX)
39. Fort Bend County Sheriff's Office (TX)
40. Gainesville Police Department (FL)
41. Galveston County Sheriff's Office (TX)
42. Galveston Police Department (TX)
43. Goliad County Sheriff's Office (TX)
44. Gulf Bend Center -Victoria (TX)
45. Harris County Constable's Office Pct. 2 (TX)
46. Harris County Constable's Office Pct. 3 (TX)
47. Harris County Constable's Office Pct. 5 (TX)
48. Harris County Constable's Office Pct. 6 (TX)
49. Harris County Health Department
50. Harris County Sheriff's Office (TX)
51. Harrisonburg-Rockingham County Regional (VA)
52. Hartford Police Department (CT)
53. Hays County Fire Marshal's Office (TX)
54. HEB Stores (TX)
55. Hempstead Police Department (NY)
56. Houston Downtown Management District (TX)
57. Houston Municipal Court System (TX)
58. Impact America (AZ)
59. Independent Research Consultants (NE)
60. Ingleside Police Department (CA)
61. Jefferson County Sheriff's Office (TX)
62. Jersey Village Police Department (TX)
63. Johnson County Constable's Office Pct. 3 (PA)
64. Jones Creek Marshal's Office (TX)
65. Kansas City Police Department (KS)
66. Kansas City Police Department (MO)
67. King County Sheriff's Office (WA)
68. Kingwood Pines Hospital (TX)
69. Kleberg County Constable's Office Pct. 1 (TX)
70. Klein ISD Police Department (TX)
71. Kyle Police Department (TX)
72. LaMarque Police Department
73. Las Vegas Metropolitan Police Department (NV)
74. League City Police Department (TX)
75. Leon Valley Police Department (TX)
76. Liberty County Constable's Office Pct. 5 (TX)
77. Liberty Police Department (TX)
78. Livingston Police Department (TX)
79. Lone Star College Police Department (TX)
80. Madison Police Department (CT)
81. Mankato Area Public Schools (MN)
82. Mankato Department of Public Safety (MN)
83. Manor Police Department (TX)
84. Matagorda County Sheriff's Office (TX)
85. Maverick County Constable's Office Pct. 3AB (TX)
86. Mayo Clinic Health System Mankato (MN)
87. MCRI Worksource (IA)
88. Medina County Sheriff's Office (TX)
89. Mesquite Police Department (TX)
90. Houston METRO Police Department (TX)
91. MHCO Emergency Room (MN)
92. Midland County Sheriff's Office (TX)
93. Milam County Sheriff's Office (TX)
94. Milwaukee Journal Sentinel (WI)
95. Milwaukee Police Department (WI)
96. Missouri City Police Department (TX)
97. Montclair Police Department (NJ)
98. Montgomery County Pct. 4 Constable (TX)
99. Montgomery County Sheriff's Office (TX)
100. MPNN CSB - Virginia (VA)
101. National Alliance on Mental Illness (NAMI) Houston
102. NAMI Massachusetts
103. NAMI National
104. Needville Police Department (TX)
105. North Mankato Police Department (MN)
106. Northeast Guidance Center - Mankato (MN)
107. Northeast Guidance Center - Detroit (MI)
108. Pasadena Police Department (TX)
109. Pittsburgh Police Department (PA)
110. Philadelphia Mental Health Care Corporation (PA)
111. Rowlett Police Department (TX)
112. Royal Canadian Mounted Police (Canada)
113. San Angelo Police Department (TX)
114. San Antonio Police Department (TX)
115. San Jacinto College Police Department (TX)
116. San Saba Police Department (TX)
117. Santa Fe ISD Police Department (TX)
118. Second Baptist Church (TX)
119. Sibley County Public Health & Human Services (MN)
120. Smithville Police Department (TX)
121. South Central Crisis Center (TX)
122. South Padre Island Police Department (TX)
123. Southside Place Police Department (TX)
124. Spring ISD Police Department (TX)
125. St. Peter Police Department (MN)
126. Stagecoach Police Department (TX)
127. Suicide Prevention and Crisis Service (TX)
128. Swift Solutions (TX)
129. Texas A & M University Forest Service (TX)
130. Texas City ISD Police Department
131. Texas Department of Public Safety
132. Texas Parks & Wildlife
133. Texas Tropical Behavioral Health
134. Tiki Island Police Department (TX)
135. Travis County Mental Health Public Defender Office (TX)
136. Travis County Sheriff's Office (TX)
137. United Way of the Texas Gulf Coast
138. UTMB Police Department (TX)
139. Van Zandt County Emergency Management (TX)
140. Walker County Constable's Office (TX)
141. Walker County Criminal DA's Office (TX)
142. Waller County Sheriff's Office (TX)
143. West Lafayette Police Department (LA)

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## **Section Eight**

Harris  
County  
Sheriff's  
Office  
Collaboration





## Harris County Sheriff's Office and Houston Police Department Crisis Intervention Response Teams

A historic collaboration occurred in October 2011, when a joint Harris County Sheriff's Office (HCSO)/Houston Police Department Crisis Intervention Response Team (CIRT) was formed that serves the entire Houston/Harris County region. The interlocal agreement was approved by both the Harris County Commissioner's Court and the Houston City Council, and it allowed the Harris County Sheriff's Office to join with the Houston Police Department/Mental Health Mental Retardation Authority of Harris County's CIRT program.

The sheriff's office started with three CIRT units, and due to its overwhelming success, they expanded their program by three units. As of April 2014, HCSO will expand by an additional three units, for a total of nine.

This joint effort is one of the best examples of the collaborative effort with the Houston Police Department and other law enforcement/mental health organizations.

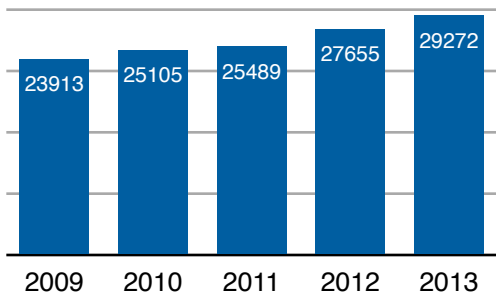
# **Section Nine**

# Mental Health Division Statistics

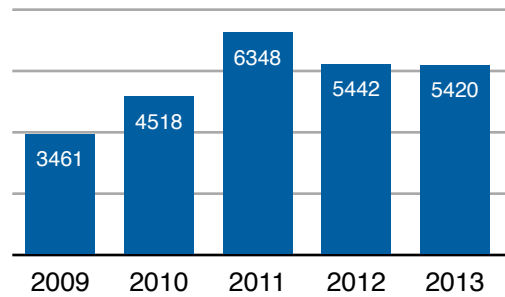
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# Mental Health Division Statistics - 2013

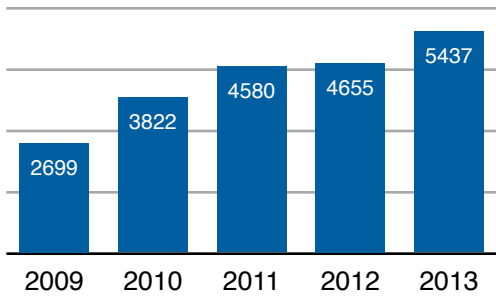
CIT Calls-for-Service



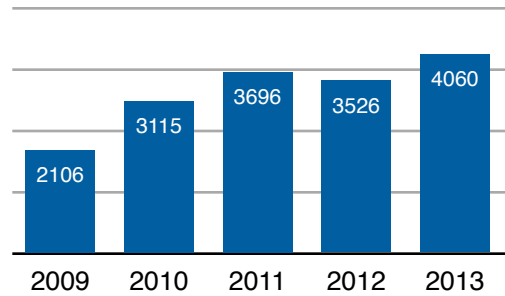
CIRT Calls-for-Service



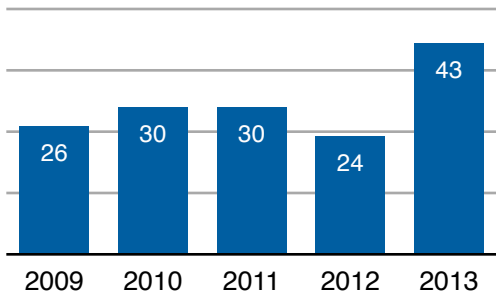
Male Consumers



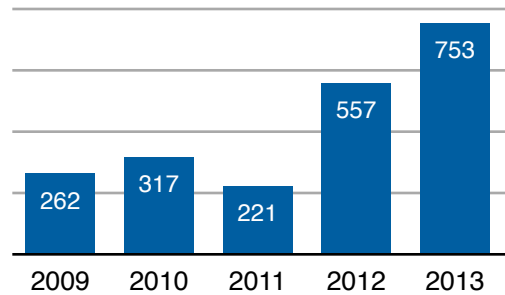
Female Consumers



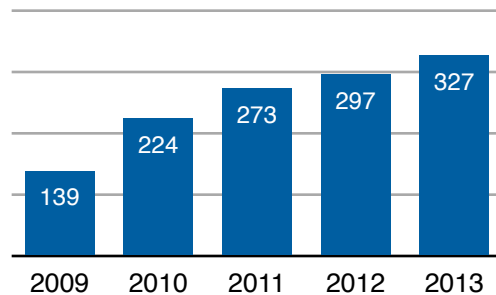
Conducted Energy Device Incidents



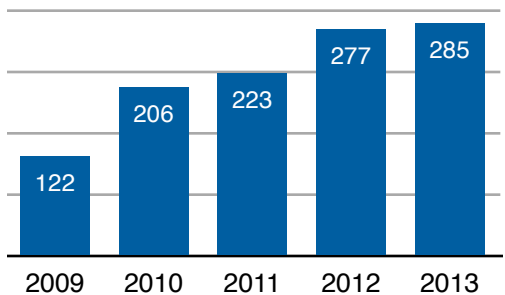
Incidents Involving a Weapon



Juvenile Males

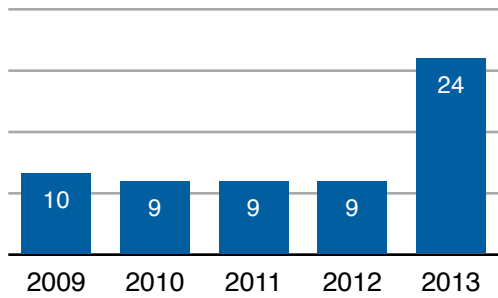


Juvenile Females

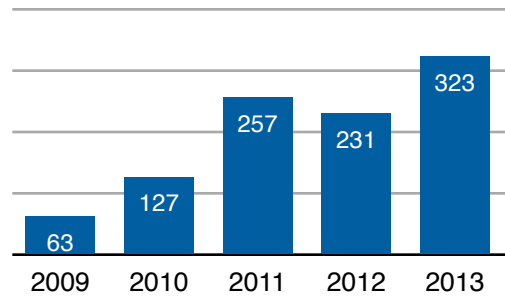




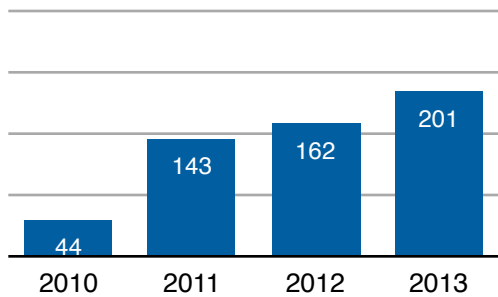
SWAT Call / Person With Mental Illness



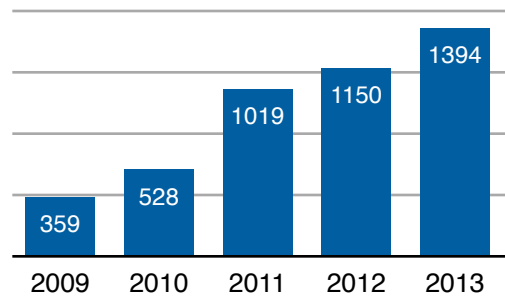
Military Veterans



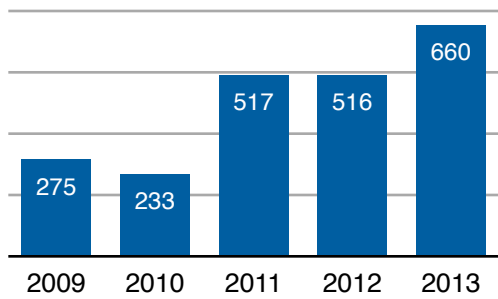
Post-Traumatic Stress Disorder



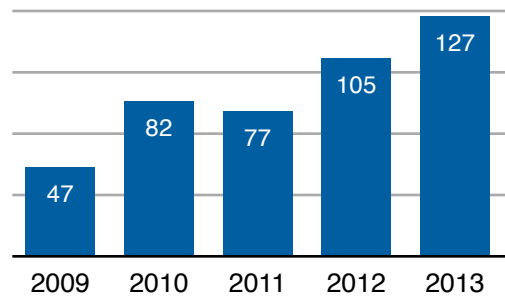
Homeless



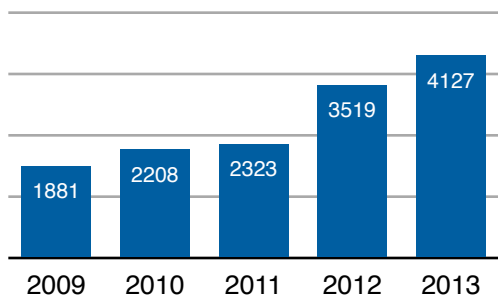
Personal Care Facilities



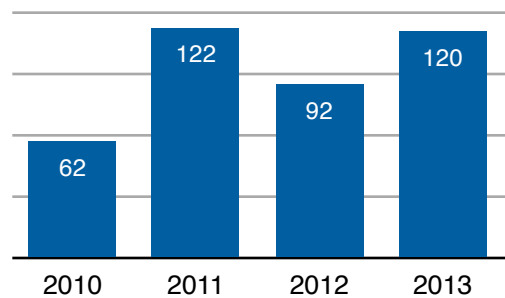
People Requesting Suicide-by-Cop



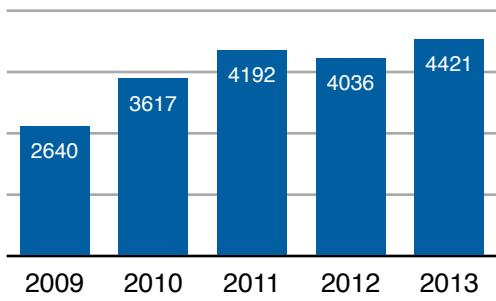
Suicidal



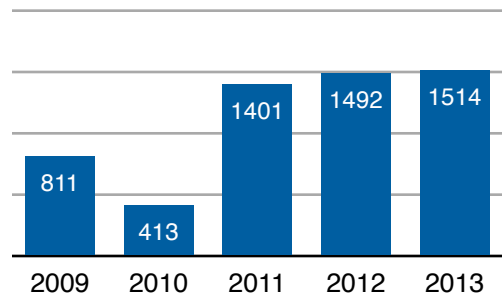
Completed Suicide



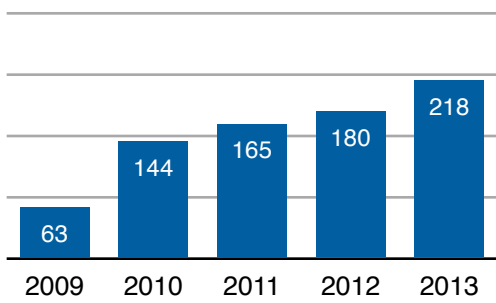
Admitted to NeuroPsychiatric Center



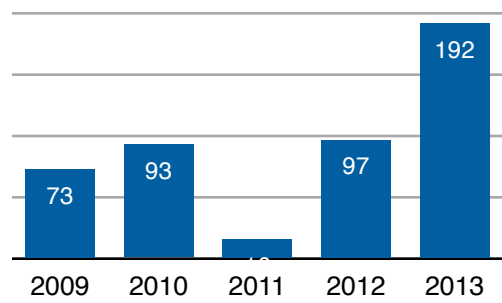
Admitted to Ben Taub General Hospital



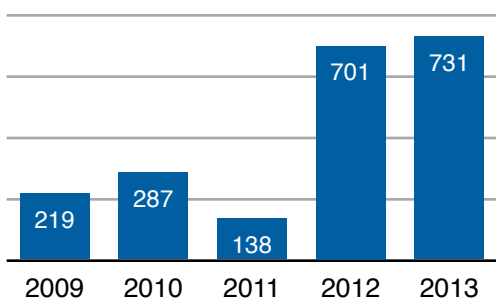
Admitted to Veterans Administration Hospital



Admitted to St. Joseph Hospital



Admitted to Other Hospitals / Facilities



## Section Ten

The  
Work  
Ahead

10

“Our goals can only be achieved through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success.”

- Stephen A. Brennan



## The Work Ahead

### **Homeless Outreach Team (HOT):**

Expanding HOT by adding two caseworkers and two officers is on the forefront in order to form a more formal relationship with social services through a Memorandum of Understanding (MOU) that will provide additional services/resources. Together, the additional personnel and resources will allow the Mental Health Division to be more responsive to other divisions, to our citizens, and to the homeless in an exponential manner. Accordingly, we will be able to respond to homeless individuals in ways that we have never before been able to assist.

Likewise, expansion of the HOT fleet is needed by adding an ATV, truck, and trailer; that will enable them to access wooded encampments, hard to get to areas under freeways, and other areas not presently accessible.

### **Establishment of a Task Force for Boarding Homes:**

There are many agencies involved in the handling of elderly and disabled issues and the homes that provide care. The task force will be comprised of several agencies that serve these individuals and their strategies and actions will hopefully lead to better cooperation between agencies in the handling and care of this most vulnerable population.

### **Expansion of the CIRT Response:**

Every year, there is an increase in the number of CIT calls-for-service (including calls involving with a weapon and suicide-by-cop) and emergency detention orders. In 2013, we had approximately 30,000 CIT calls-for-service, which was up from 2012 (approximately 27,000), and which was up from the prior year (2011).

# The Work Ahead

(continued)

## **9-1-1 Diversion Project:**

In 2012, HPD responded to more than 27,000 calls-for-service involving individuals with a mental health issue. There were approximately 5,400 Emergency Detention Orders (EDOs) placed on individuals during this time frame. Additionally, less than one percent of these incidents resulted in an arrest. These calls can be time consuming and complex, and projections indicate that the number of mental health-related calls coming into the Houston 9-1-1 system will continue to increase. As state funding continues to be cut for community mental health services, individuals in crisis will rely more and more on the provider of last resort, that being our 9-1-1 system.

Although these incidents can be dangerous and volatile, an inquiry into CIT call codes suggests many of the calls involve non-emergency situations that are better served by immediately connecting callers to mental health professionals. A critical component to developing, implementing, and testing this new approach is the partnership between the MHMRA Helpline and the Houston Emergency Center. Benefits to this program include a better response to the community, increased officer safety practices, and full-time equivalent (FTE) savings. Many times, citizens call the police when what is really needed is a mental health professional. The 9-1-1 Diversion Project will enable the department to distinguish between the type of response needed for a more permanent solution. In this regard, callers will be connected to mental health services, which will enable them to have access to care needed and thus prevent a future use of the 9-1-1 emergency system for mental health reasons.



*“Success Through Collaboration”*