



# Goal at a Glance

## Fourth Quarter FY17



### GOAL 1: Enhance Community Safety and Security

Objective 1-1: Attain a Part I crime rate at or below the average for the prior five years.

- **Importance:**

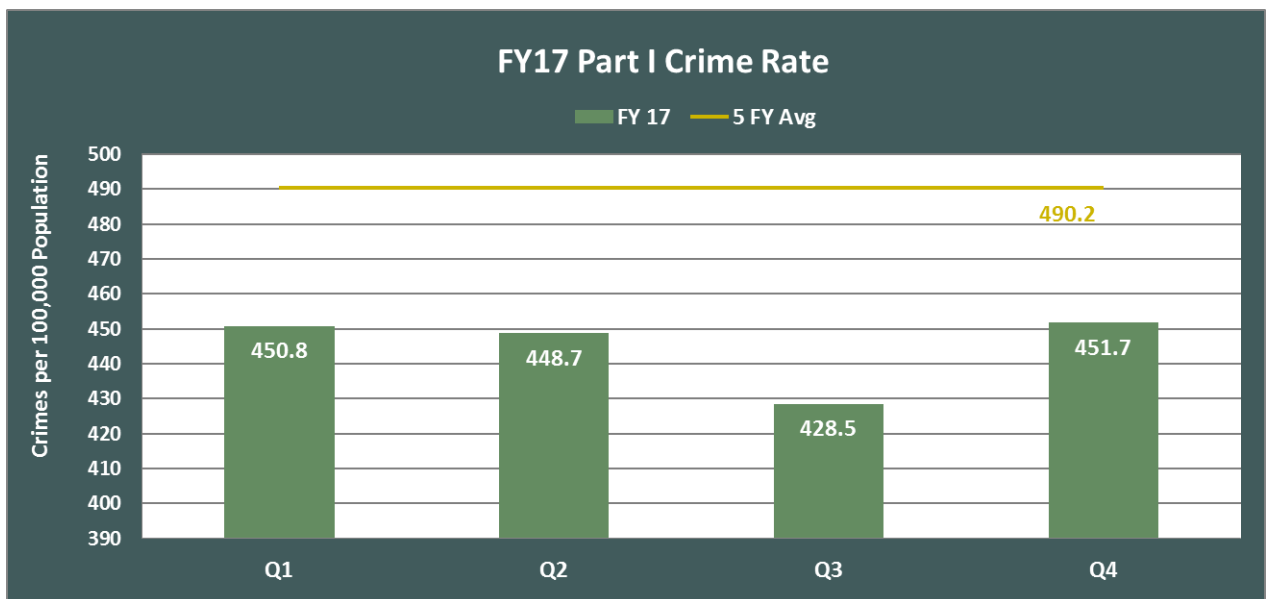
One of the most important responsibilities of a police department is to keep the public safe from criminal activity, especially violent crime. Residents should work and live in a safe environment which is necessary for the economy to flourish.

- **Measurement:**

The number of Part I crimes reported to the FBI by quarter, compared to the average for the preceding five fiscal years.

- **Status:**

The fourth quarter Part I crime rate of 451.7 crimes per 100,000 which is lower than the average crime rate for the prior five fiscal years (490.2 crimes per 100,000).



Source: Monthly Crime Trend Comparison Report, HPD Office of Planning



# Goal at a Glance

## Fourth Quarter FY17



### GOAL 1: Enhance Community Safety and Security

**Objective 1-2a: Maintain average response times for Priority Code 1 calls in the 4-6 minute range.**

- **Importance :**

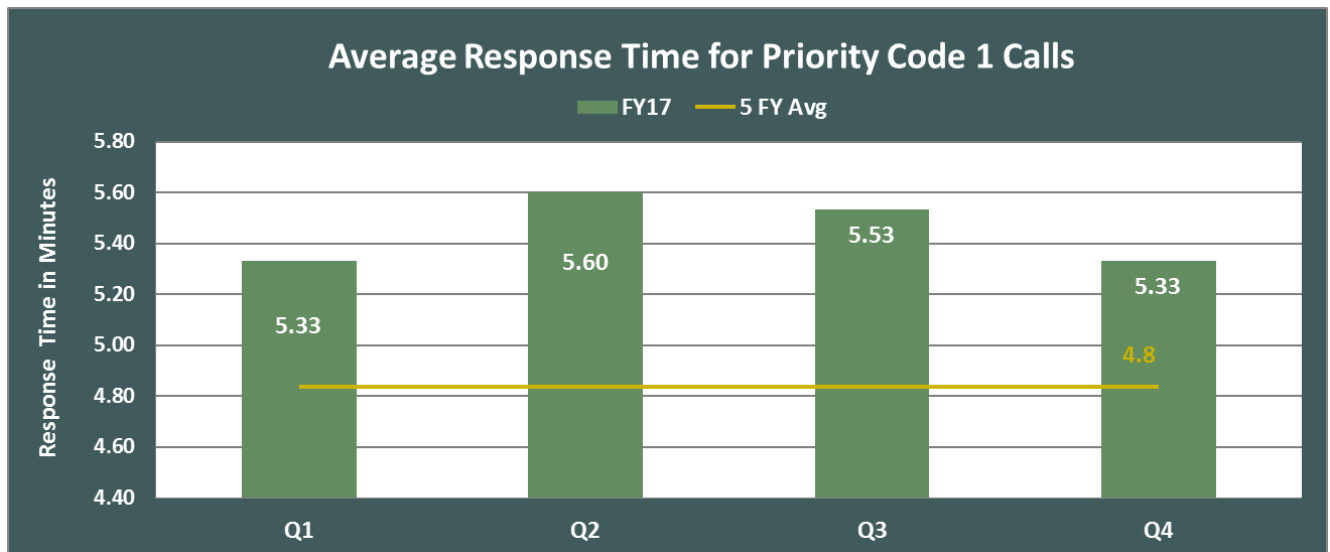
Priority Code 1 responses are calls where there is an incident in progress with a potential threat to life or bodily injury.

- **Measurement:**

Response time as determined by the department's computer aided dispatch (CAD) system, includes time from dispatcher receiving the call to arrival time.

- **Status:**

HPD responded to Priority Code 1 calls within an average of 5.33 minutes during the fourth quarter of FY17. Although the fourth quarter response time is higher than the previous five fiscal year average (4.8 minutes), it still falls within the target range of 4-6 minutes.



**Source:** Monthly Crime Trend Comparison Report, HPD Office of Planning



# Goal at a Glance

## Fourth Quarter FY17



### GOAL 1: Enhance Community Safety and Security

**Objective 1-2b: Maintain average response times for Priority Code 2 calls in the 8-12 minute range.**

- **Importance :**

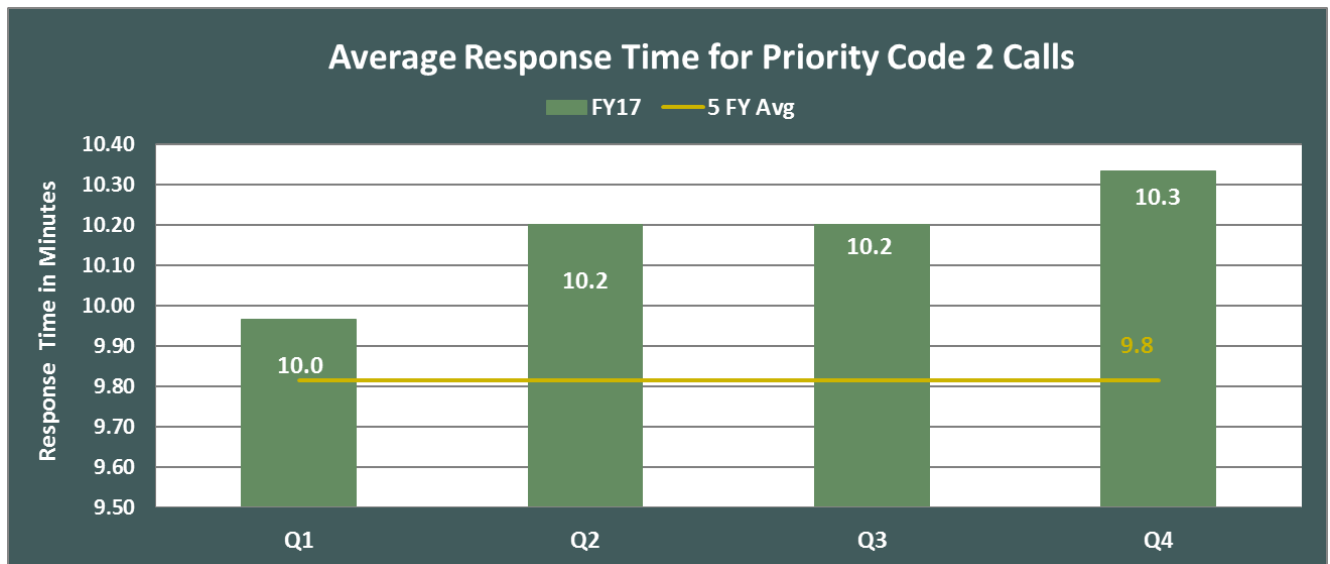
Priority Code 2 calls deal primarily with in progress property crimes and/or a threat to human welfare, where an urgent response is warranted.

- **Measurement:**

Response time as determined by the department's computer aided dispatch (CAD) system, includes time from dispatcher receiving the call to arrival time.

- **Status:**

HPD responded to Priority Code 2 calls within an average of 10.3 minutes during the fourth quarter of FY17. This falls within the target range of 8-12 minutes.



**Source:** Monthly Crime Trend Comparison Report, HPD Office of Planning



# Goal at a Glance

## Fourth Quarter FY17



### GOAL 1: Enhance Community Safety and Security

Objective 1-3a: Meet or exceed the percentage of calls in FY16 handled within range for Priority Code 1.

- **Importance:**

Providing assistance to the public in a timely manner helps to solve crimes, bring criminals to justice, and keep the public safe.

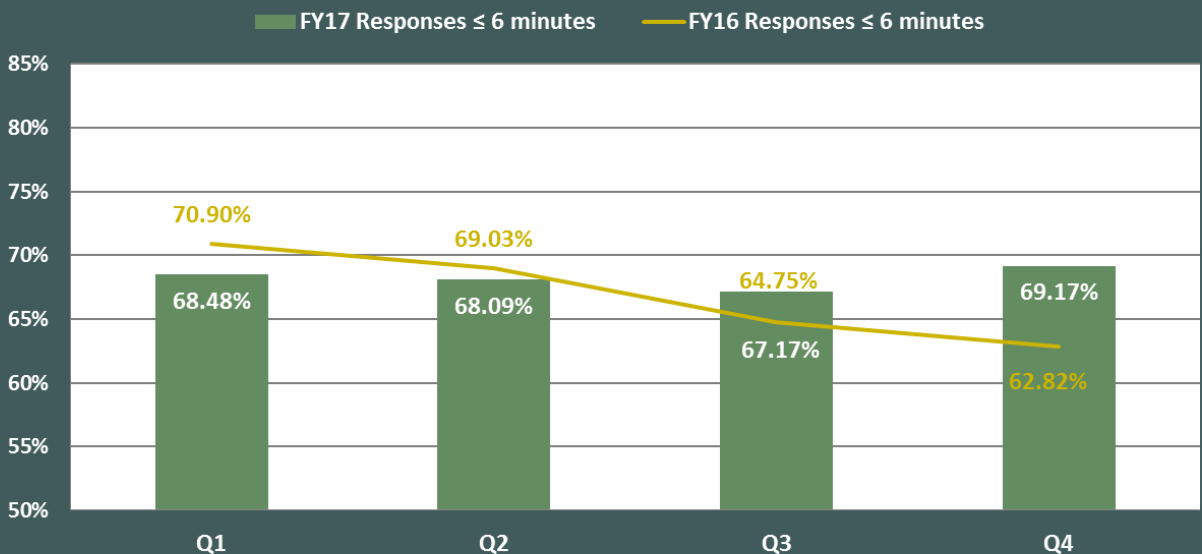
- **Measurement:**

Response time to calls from the public as compared to FY16.

- **Status:**

During the fourth quarter of FY17, HPD responded to 6,893 calls and serviced 4,768 of those calls within six minutes or less, resulting in a 69.17% response time within range for Priority Code 1 calls. This is higher than the 67.17% response time within range for FY17 third quarter.

#### FY17 Priority Code 1 Responses within Range vs FY16





# Goal at a Glance

## Fourth Quarter FY17



### GOAL 1: Enhance Community Safety and Security

**Objective 1-3b: Meet or exceed the percentage of calls in FY16 handled within range for Priority Code 2.**

- **Importance:**

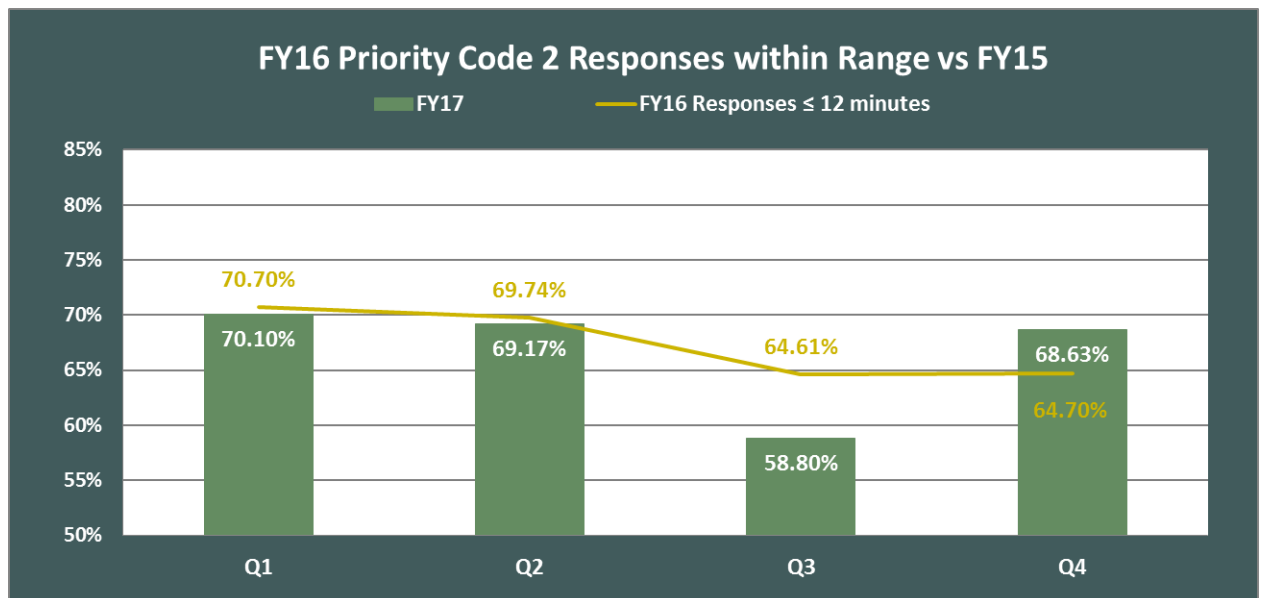
Providing assistance to the public in a timely manner helps to solve crimes, bring criminals to justice, and keep the public safe.

- **Measurement:**

Response time to calls from the public as compared to FY16.

- **Status:**

During the fourth quarter of FY17, HPD responded to 47,346 calls and serviced 37,494 of those calls within twelve minutes or less, resulting in a 68.63% response time within range for Priority Code 2 calls. This is higher than the 58.8% response time within range for FY17 third quarter.



Source: CAD db, Office of Planning



# Goal at a Glance

## Fourth Quarter FY17



### GOAL 1: Enhance Community Safety and Security

**Objective 1-4:** Reduce the number of traffic fatalities below the average for the prior five fiscal years.

- **Importance:**

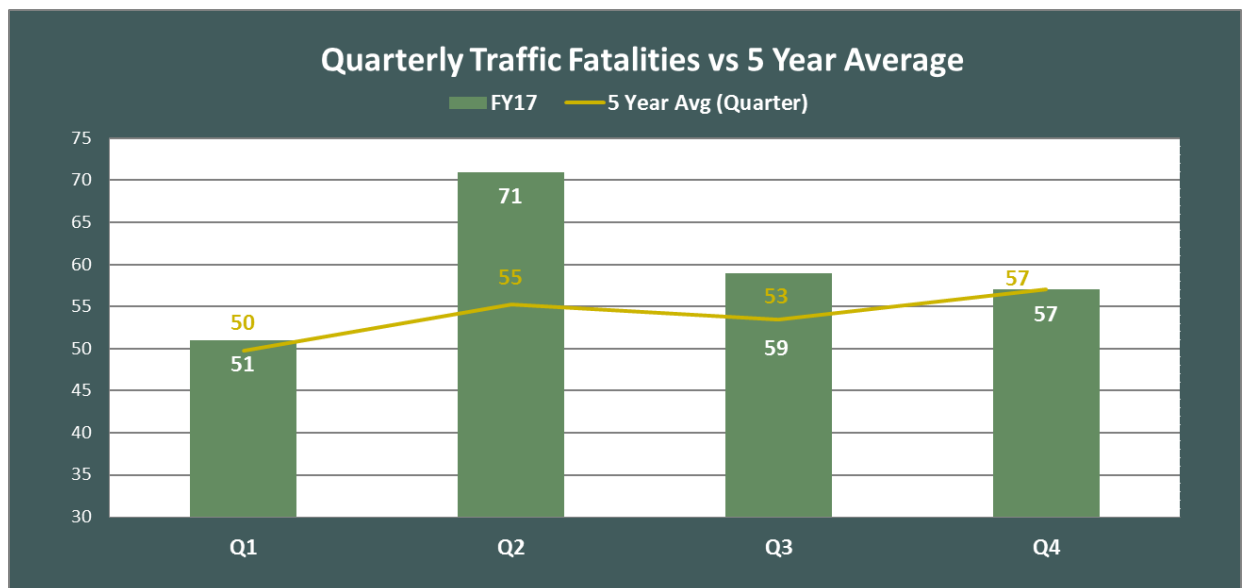
The costs associated with traffic fatalities are high. Beyond the emotional trauma, families can be devastated by property damages, lost income, and medical bills. Broader societal impacts ripple well beyond the immediate traffic congestion, and include lost investment in the education and training of a citizen, all of his/her future productivity, increased strain on public services including police, fire and emergency medical response, and stress on already cluttered court dockets.

- **Measurement:**

Number of fatalities in FY17 by quarter as compared to the five-year quarterly average.

- **Status:**

During the fourth quarter of FY17, there were 57 traffic fatalities; equivalent to the fourth quarter average of the previous five years (57).



**Source:** Monthly Crime Trend Comparison Report, HPD Office of Planning



# Goal at a Glance

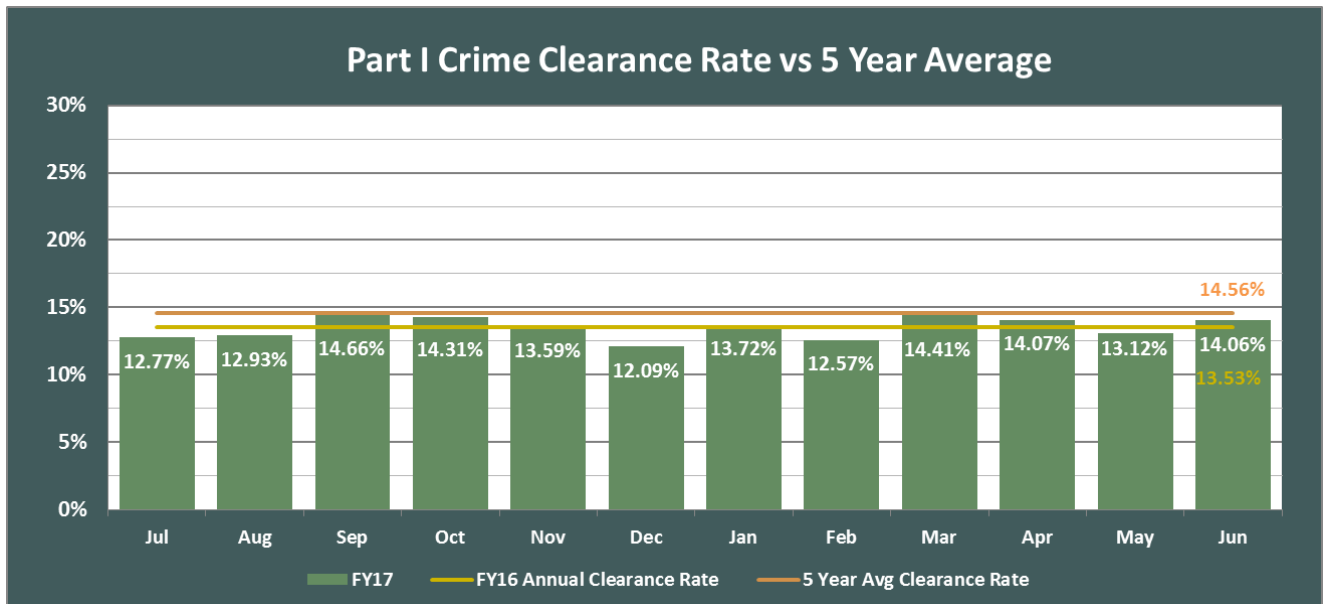
## Fourth Quarter FY17



### GOAL 1: Enhance Community Safety and Security

**Objective 1-5: Attain clearance rate for UCR Part I crime that meets or exceeds the average for the prior five years.**

- **Importance:**  
Solving crimes brings criminals to justice, provides resolution for victims and potentially reduces crime by removing the offender from the community.
- **Measurement:**  
Monthly clearance rates compared to the average clearance rate for the prior five fiscal years. Clearance rate is defined as the number of cases solved during the period divided by the number of new crimes reported during the same period.
- **Status:**  
At an average of 13.53%, the Part I Clearance Rate for fiscal year 2017 is lower than the prior five year average (14.56%).



Source: Monthly Crime Trend Comparison Report, HPD Office of Planning



# Goal at a Glance

## Fourth Quarter FY17



### GOAL 2: Maintain Public Confidence and Satisfaction

#### Objective 2-1: Maintain weighted response time at or below the FY16 average.

- **Importance :**

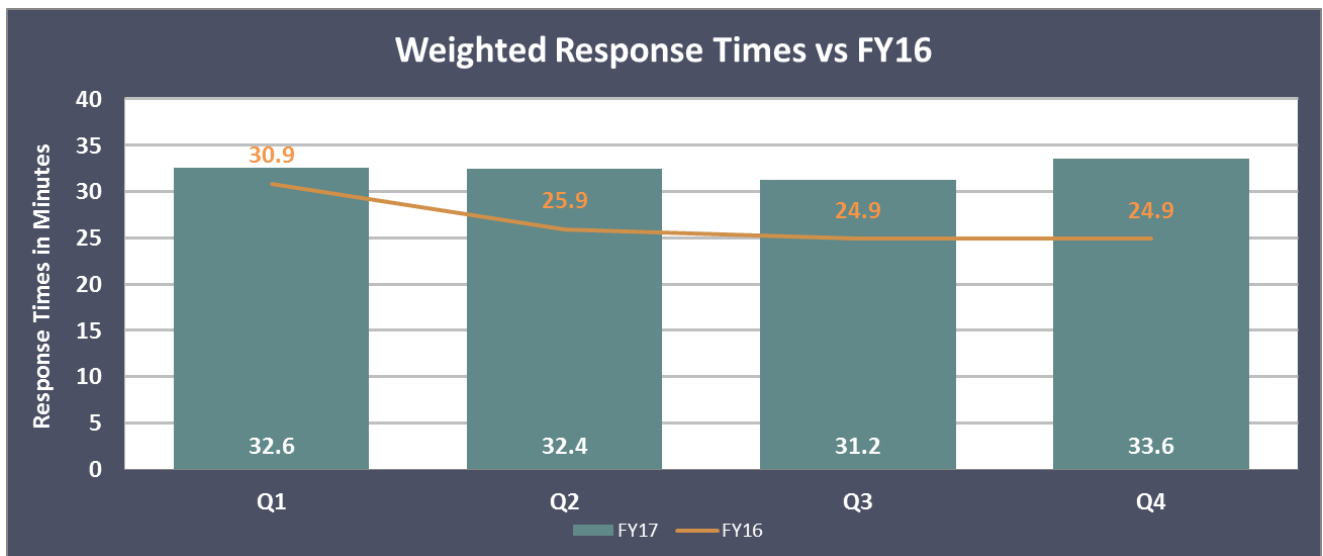
One of the most Important responsibilities of a police department is to respond to calls for service. An appropriate response to calls helps restore order to chaotic situations, provide assistance to those in need of help, serves the customer, and promotes positive relationships with the public.

- **Measurement:**

The average time it takes for HPD to respond to calls for service. The metric is weighted according to priority codes.

- **Status:**

The fourth quarter FY17 weighted response time (33.6 minutes) is higher than the weighted response time (24.9 minutes) for the same time period last year.



Source: Monthly Crime Trend Comparison Report, HPD Office of Planning





# Goal at a Glance

## Fourth Quarter FY17



### GOAL 2: Maintain Public Confidence and Satisfaction

**Objective 2-2:** Demonstrate improvement in citizen satisfaction in surveys of citizens (HPD annual survey, Kinder Houston Area Survey, and other surveys available) by exceeding three year averages.

- **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:**

Kinder Houston Area Survey

- **Status:**

HPD strives for continual improvement of the police service they deliver to the citizens of Houston. Survey results, like those discussed within the Kinder Houston Area Survey, are often used to measure public perception of crime.

According to the data presented in the 2017 Kinder Houston Area Survey, the perception of crime as a local problem is at its lowest level since 2003. Approximately 15% of Harris County respondents considered crime to be the biggest problem facing people in the Houston area today. Lastly, the Kinder Survey found that 18% of respondents are "very worried" they or a member of their family will become a victim of crime. This is the lowest response rate for this question since the question was initially asked in 1995.



# Goal at a Glance

## Fourth Quarter FY17



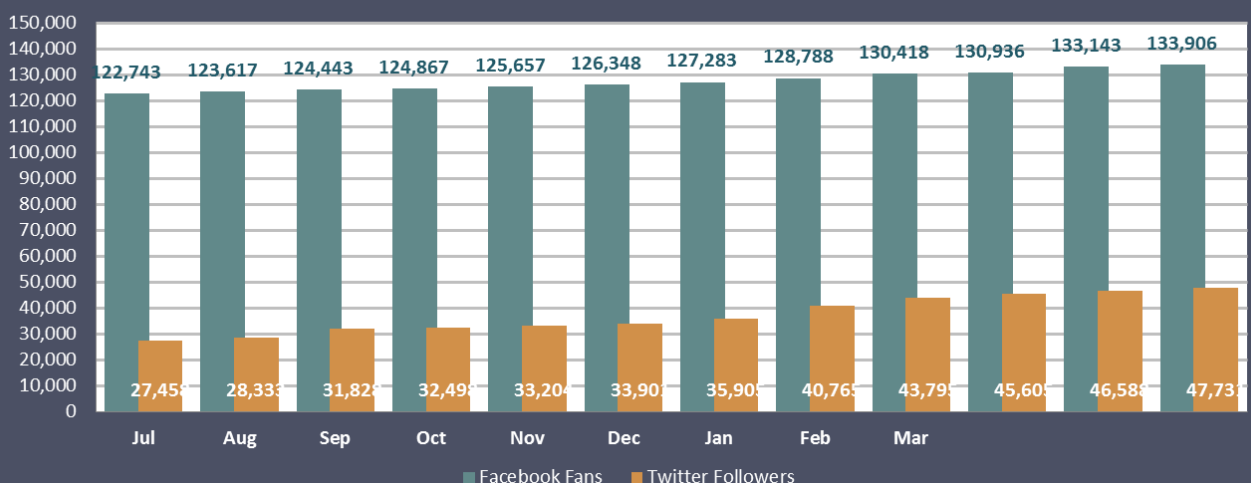
### GOAL 2: Maintain Public Confidence and Satisfaction

**Objective 2-3a: Increase the Department's Social Media outreach by 10% vs FY16.**

- **Importance:**  
Social media provides opportunities to connect with the community and share useful and relevant information.
- **Measurement:**  
Tally the various social media platforms utilized by HPD to reach the public.
- **HPD Update:** The table presents social media posts (by platform) made during the fourth quarter of the fiscal year. Twitter and Facebook followers continue to trend upward.

SOCIAL MEDIA USE	YTD Total
Recruiting Blog posts	96
Explorer Post Blog posts	31
Facebook posts	253
Flickr photos	1,759
Instagram	192
Next Door posts	30
Pinterest	85
Tumblr	29
Twitter tweets	1,186
Vine	0

### Facebook Fans & Twitter Followers



Source: Public Affairs Division



# Goal at a Glance

## Fourth Quarter FY17



### GOAL 2: Maintain Public Confidence and Satisfaction

#### Objective 2-3b: Enhance outreach to special needs populations.

- **Importance:**

The department recognizes the importance of accommodating special needs populations as an integral part of maintaining public confidence and satisfaction among Houston residents.

- **Measurement:**

Special Operations Division, Public Affairs Division information on recent efforts.

- **HPD Update:**

As evidence of our continued efforts to enhance outreach to special needs populations, the Houston Police Department (HPD) recognizes that our senior citizens are a community of exceptional needs. Therefore, we performed senior citizen safety programs at the Chinese Community Center and the Acres Home Multi-Service Center.

HPD also regularly participates in events that make a concerted effort to directly impact the demand to 'fill the gap' between police and the adolescent community. For example, HPD collaborated with the Houston Area Women's Center (HAWC) to distribute comfort cases, donated by [comfortcases.org](http://comfortcases.org), to the underprivileged youth at the Center. HPD also conducted several safety awareness presentations at summer camps hosted by schools, churches, community centers, and apartment complexes throughout the city. Additionally, HPD continued to participate in the Badges and Bears program to serve hospitalized children.



# Goal at a Glance

## Fourth Quarter FY17



### GOAL 3: Increase Accountability to the Community

#### Objective 3-1: 21<sup>st</sup> Century Policing.

- **Importance:**

In light of recent events that have exposed rifts in the relationships between local police and the communities they protect and serve, on December 18, 2014, President Barack Obama signed an executive order establishing the Task Force on 21<sup>st</sup> Century Policing. The President charged the task force with identifying best practices and offering recommendations on how policing practices can promote effective crime reduction while building public trust can promote effective crime reduction while building public trust.

- **Measurement:**

Complete an annual assessment of the department's efforts vis-à-vis the pillars of 21<sup>st</sup> Century Policing



# Goal at a Glance

## Fourth Quarter FY17



### GOAL 3: Increase Accountability to the Community

**Objective 3-2: Maintain current ISO 9001 certifications and complete certifications for Auto Dealers and Recruiting.**

- **Importance:**

The ISO 9001 certification supports the department and administration's goal of continuous performance improvement. 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:**

Currently, HPD has eight divisions that have achieved the ISO 9001:2008 certification. These include the Property Division, the Emergency Communications Division, Records Division, Mental Health Division, Office of Budget & Finance, Auto Dealers, Recruiting, and the Inspections Division. This is an unprecedented accomplishment, making HPD the only police department in the United States to have achieved this honor.



# Goal at a Glance

## Fourth Quarter FY17

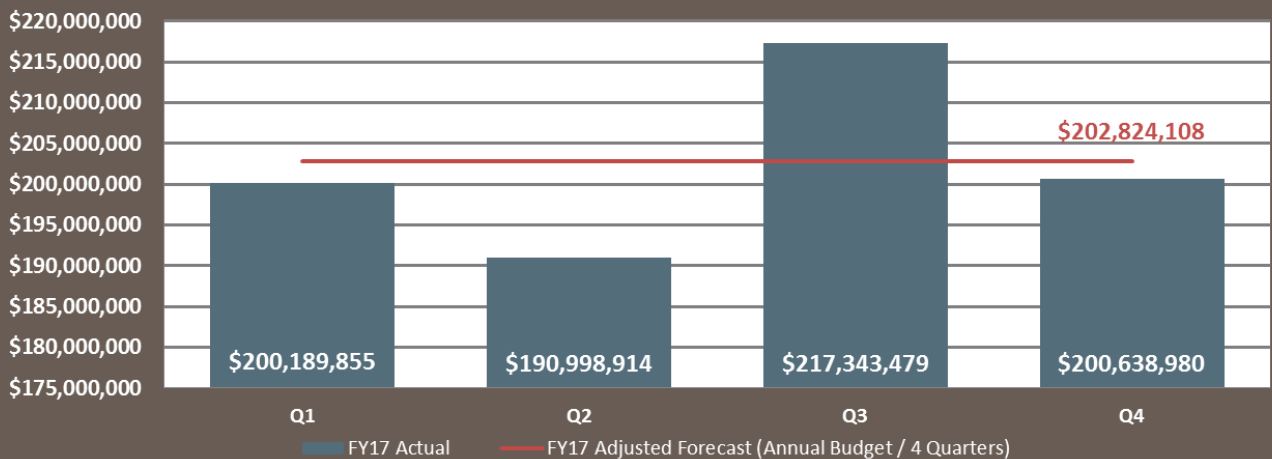


### GOAL 3: Increase Accountability to the Community

**Objective 3-3:** Budget utilization rates demonstrate sound management of funds provided by City Council.

- **Importance:**  
Sound fiscal management contributes to citizen confidence in the department.
- **Measurement:**  
Year-to-date expenditures versus budgeted expenditures.
- **HPD Status:**  
The expenditures for FY17 fourth quarter totaled \$200,638,980. This is approximately 24.73% of the total adopted budget with adjustments and reductions (\$811,296,432).

### Quarterly Expenditures vs Adjusted Forecast



Source: HPD Financial Review, Office of Budget & Finance



# Goal at a Glance

## Fourth Quarter FY17



### GOAL 3: Increase Accountability to the Community

**Objective 3-4:** Continue to reduce the number of Internal Affairs Complaints from Citizens below the average of the prior five years.

- **Importance:**

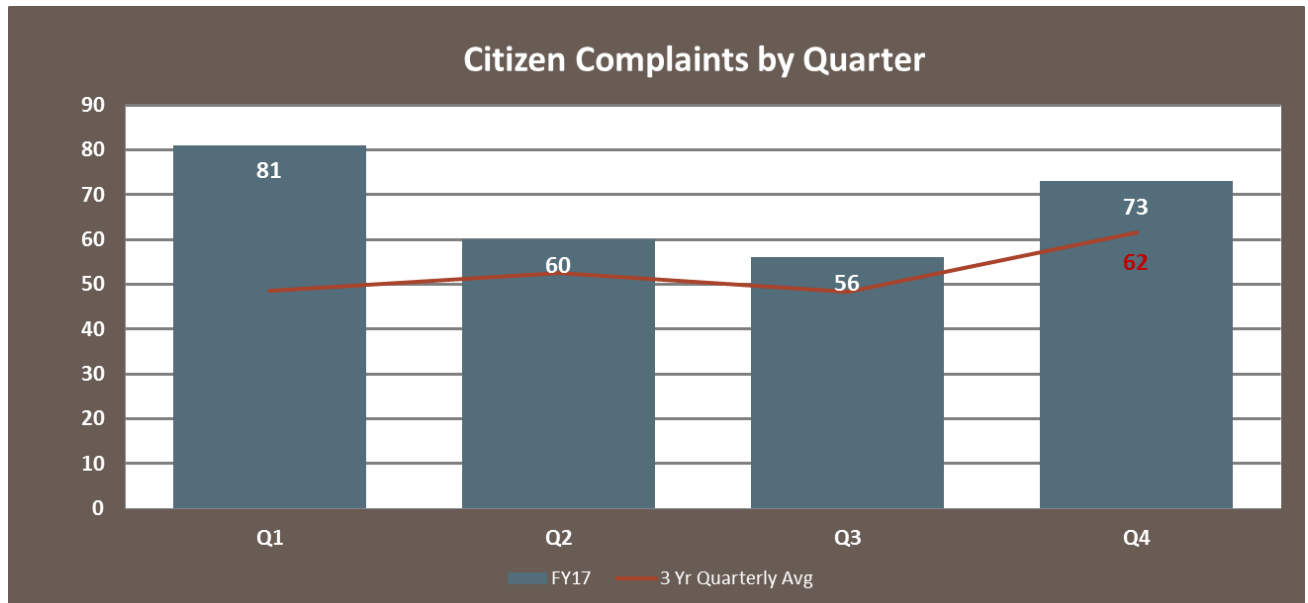
By employees delivering professional and efficient customer service to the community, ensures less complaints from the public and helps to gain and maintaining community involvement and public support.

- **Measurement:**

Complaints from citizens.

- **HPD Progress:**

During the fourth quarter, 73 citizen complaints were filed against HPD. This is an increase in citizen complaints as compared to Q4 FY16 (62).



Source: Investigative Complaint Comparison, Internal Affairs Division



# Goal at a Glance

## Fourth Quarter FY17



### GOAL 3: Increase Accountability to the Community

#### Objective 3-5: Procure and deploy 2,300 body worn cameras.

- **Importance:**

One of the most important issues currently facing law enforcement is how to leverage new technology to improve policing services. Body-worn cameras represent one new form of technology that is rapidly being implemented within the field of policing. Former Chief McClelland believed that the deployment of body-worn cameras within HPD will increase accountability, increase professionalism, and alter behavior on both sides of the camera.

- **Measurement:**

Documentation of body worn camera procurement and deployment process.

- **HPD Update:**

In December 2013, 100 cameras were purchased and distributed to officers as part of a pilot program initiated by the Office of Planning. In addition to launching the pilot program, HPD has reviewed recommendations regarding body-worn camera policies from other police agencies and organizations including The International Association of Chiefs of Police (IACP), Police Executive Research Forum (PERF), American Civil Liberties Union (ACLU), and the Fraternal Order of Police (FOP) among others. Furthermore, HPD has posted the current body-worn camera policy on the departmental website and hosted forums to discuss citizens' questions and concerns.

After a new procurement process developed by Technology Services, HPD will acquire a total of 4,500 BWCs. 4,100 will be assigned to officers, and the remaining 400 will be spares for replacement purposes. As of the end of the fourth quarter, 2,039 cameras have been distributed.

This BWC project is no longer on hold and has been approved to deploy BWCs to the remaining divisions and an equipment order has been placed to fill any shortages to complete the deployment.





# Goal at a Glance

## Fourth Quarter FY17



### GOAL 4: Maintain or Increase Productivity

#### Objective 4-1: Increase classified staffing vs FY16 average.

- **Importance:**

Keeping up with officer attrition is necessary to be able to respond to the public's needs. Replacing officer vacancies eliminates a depressed work culture and environment.

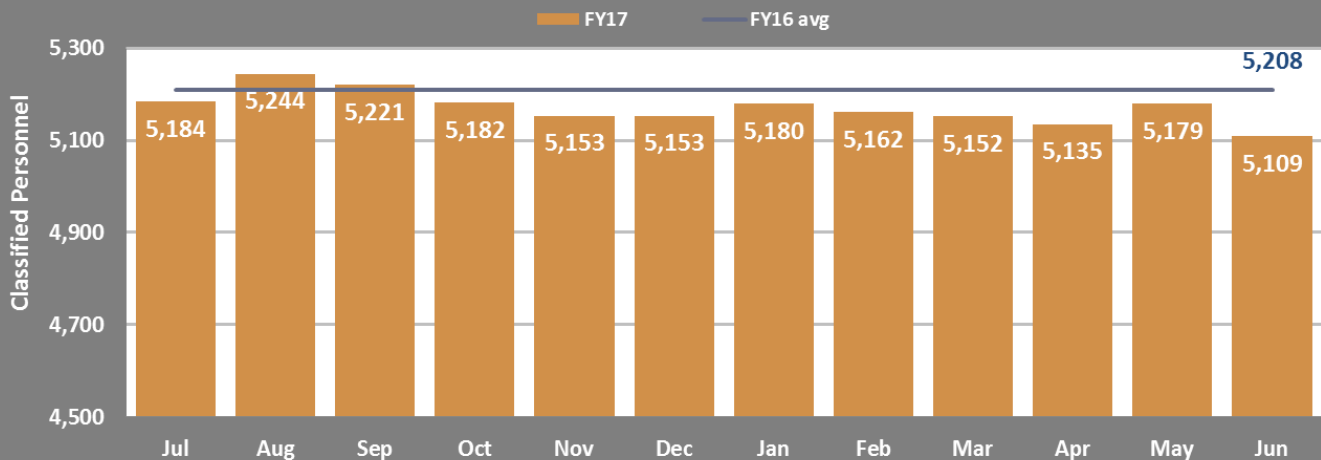
- **Measurement:**

End of month classified headcounts for this year compared to FY16 average.

- **HPD Status:**

Classified end of month headcounts for the fourth quarter of FY17 remains lower than the FY16 average.

### Classified Headcount at Month End



Source: HPD Financial Review, Office of Budget & Finance



# Goal at a Glance

## Fourth Quarter FY17



### GOAL 4: Maintain or Increase Productivity

**Objective 4-2:** Deploy a workforce (classified and civilian) capable of responding to 1.1 million calls for service in FY17.

- **Importance:**

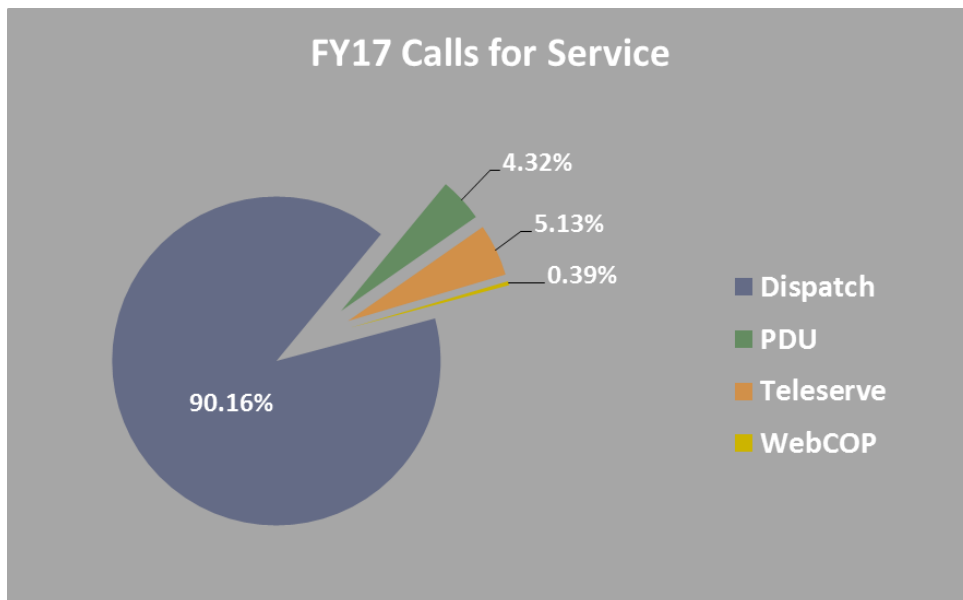
Utilizing Teleserve, Patrol Desk Unit (PDU) and WebCop eliminates calls to dispatch, thus freeing patrol officers to respond to emergency calls quicker and to handle other duties.

- **Measurement:**

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

- **HPD Status:**

Through the fourth quarter of FY17, HPD has received a total of 1,167,231 calls for service. Approximately 90.16% (1,052,371) of those calls were received through dispatch. This is a slight decrease from the 90.44% received in the previous year.



Source: Emergency Communications Division



# Goal at a Glance

## Fourth Quarter FY17



### GOAL 4: Maintain or Increase Productivity

**Objective 4-3:** Establish baseline for 2-Officer Response Rate for all calls designated by policy for 2-officer response.

- **Importance:**

Increasing the two-officer response rate for calls designated as such is essential as we strive to improve the safety of officers and that of the public at-large.

- **Measurement:**

Documentation of this objective's progress requires quarterly comparison of the total number of calls requiring a two-unit response to those calls that were responded to by two or more officers.

- **HPD Progress:**

Below is the 2-unit response rate for FY17:

FY17 2-Officer Response Rate			
ALL CALLS WHERE UNIT IS DISPATCHED			
Quarter	Total Calls Req 2 Officers	Total Calls Responded by 2 or More	% Resp
Quarter 1	95,525	67,318	70.47%
Quarter 2	92,263	63,298	68.61%
Quarter 3	90,523	64,092	70.80%
Quarter 4	94,795	67,187	70.88%

Source: Sgt. Odon Belmarez, Homicide Division



# Goal at a Glance

## Fourth Quarter FY17



### GOAL 4: Maintain or Increase Productivity

**Objective 4-4: Maintain a positive disposal-intake ratio in the Property Room for property eligible for disposal.**

- **Importance:**

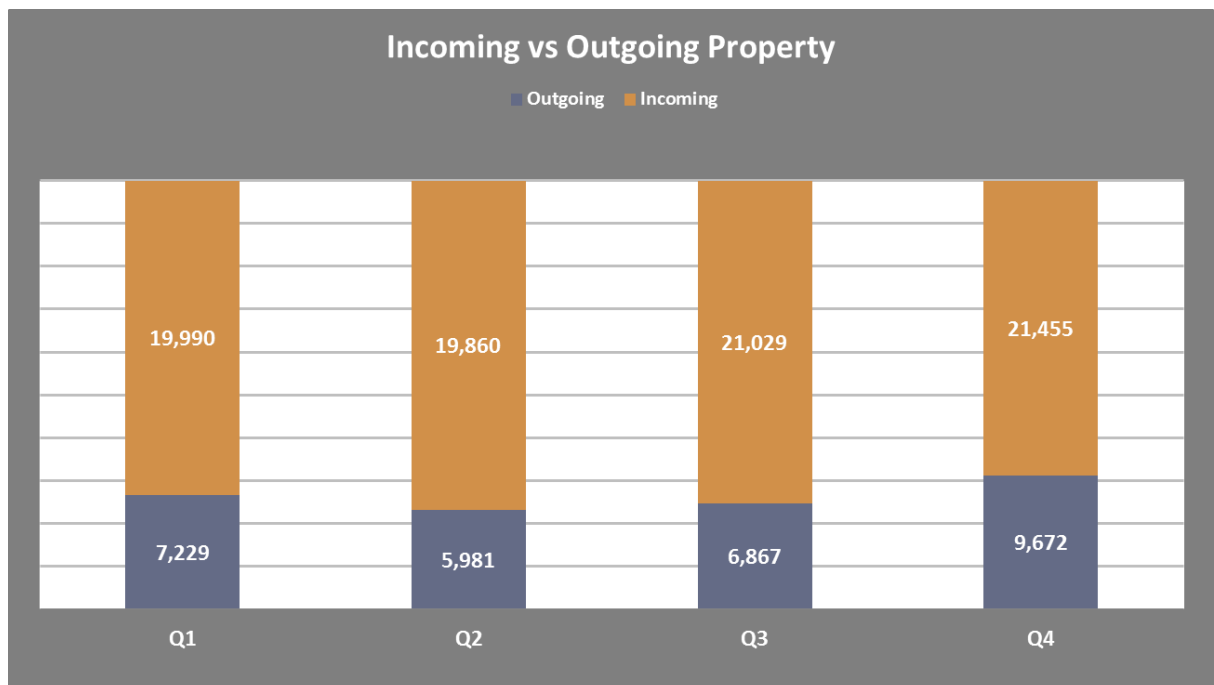
The property room is at risk of exceeding its capacity and the quantity of the property stored needs to be disposed of or released.

- **Measurement:**

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

- **HPD Progress:**

During the fourth quarter of FY17, the property room received 21,455 non-biological items, and disposed/released 9,672 items, resulting in a 2.23:1 ratio of incoming to outgoing items.



Source: Monthly Item Reconciliation Report, HPD Property Division



# Goal at a Glance

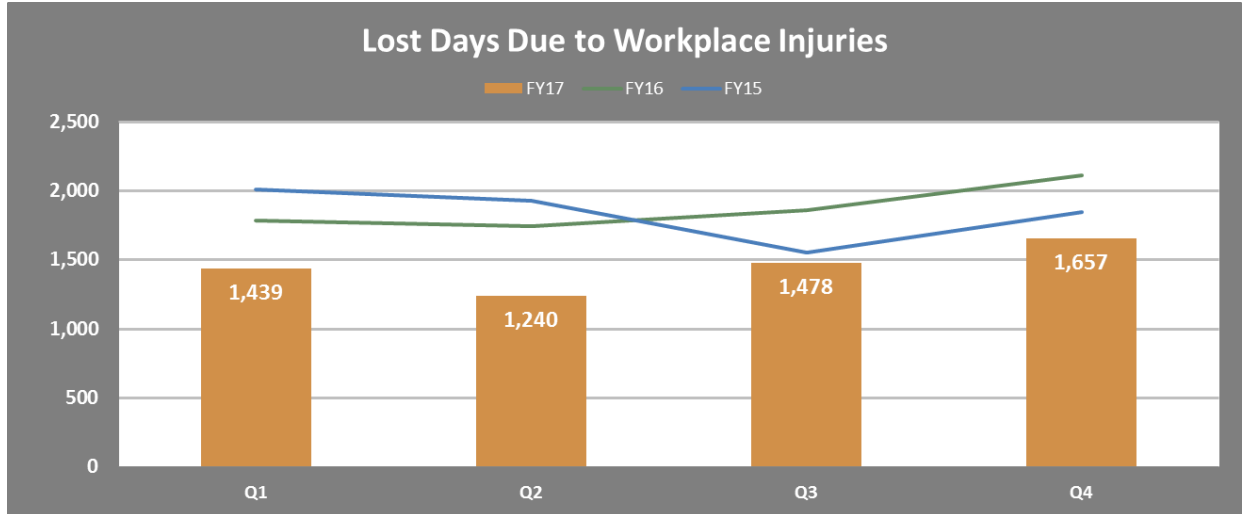
## Fourth Quarter FY17



### GOAL 4: Maintain or Increase Productivity

**Objective 4-4:** Reduce the number of work days lost due to workplace injuries below FY16.

- **Importance:**  
Reducing workplace injuries can lead to higher productivity and quality, reduced turnover, reduced costs, and greater employee satisfaction.
- **Measurement:**  
Number of days missed due to workplace injuries.
- **HPD Progress:**  
There were 179 more lost days due to workplace injuries during the fourth quarter of FY17 (1,657) than in the previous quarter.



Source: Professional Development Command



# Goal at a Glance

## Fourth Quarter FY17



### GOAL 5: Increase Professionalism

#### Objective 5-1: Increase the use of Scenario-Based Training (SBT).

- **Importance:**

Training is crucial because it promotes safety among employees, creates opportunities for career development and personal growth, an important factor in retaining workers, helps employers comply with laws and regulations, and improves productivity and profitability.

- **Measurement:**

Documentation of classes reinforcing this objective.

- **HPD Progress:**

A mandatory training class (Community Relations) was given during the period of FY17 Q4 (April- June). This course is designed to provide understanding of community awareness and building mutual understanding and respect. Specifically, the class promotes SBT in that there is a class exercise in which the participants role play in efforts to understand all parties points of view during a high profile community issue.

A mandatory Use of Force Options class was also given during this period (for patrol). This was a scenario based training course designed to determine an officers' ability to apply proper decision making, moving containment techniques and the application of proper use of force, given the actions of the suspect.



# Goal at a Glance

## Fourth Quarter FY17



### GOAL 5: Increase Professionalism

**Objective 5-2:** Deliver training that reinforces department's values of Honor, Integrity and Respect.

- **Importance:**

Training is crucial because it promotes safety among employees, creates opportunities for career development and personal growth, an important factor in retaining workers, helps employers comply with laws and regulations, and improves productivity and profitability.

- **Measurement:**

Documentation of classes reinforcing this objective.

- **HPD Progress:**

All training is developed and delivered with the idea to promote honor, integrity and respect. In FY17, Q4, the following training was delivered that promoted such:

- **Mandatory Training 2016-2017:** This course includes the implications of terrorism on local law enforcement, an introduction to implicit bias and its impact on decision making, an introduction to the neurobiology of trauma and improving officer responses to victims of domestic and sexual abuse. This class promotes honor, integrity and respect by educating officers on recognizing implicit bias in order to behave in the most professional manner and by treating victims of domestic and sexual abuse in the most compassionate, professional manner.
- **De-Escalation Techniques / Tactical Positioning:** This course is designed to provide training on verbal de-escalation in order to gain voluntary compliance and tactical positioning when dealing with persons who are combative and aggressive.
- **Community Relations:** This course is designed to provide understanding of community awareness and building mutual understanding and respect.
- **First Aid / Driving Safety Refresher:** This course assist in recognizing life threatening, basic life support situations and provides CPR hands on procedures to ill or unresponsive individuals. This course also includes a drivers safety awareness review designed to remind employees of the importance of driving defensively without distractions.

Source: Sgt. Carrie Farquhar, Training Division



# Goal at a Glance

## Fourth Quarter FY17



### GOAL 5: Increase Professionalism

**Objective 5-3:** Deliver rank-relevant training to all supervisors and managers that includes either technical or leadership components.

- **Importance:**

Training is crucial because it promotes safety among employees, creates opportunities for career development and personal growth, an important factor in retaining workers, helps employers comply with laws and regulations, and improves productivity and profitability.

- **Measurement:**

Documentation of classes reinforcing this objective.

- **HPD Progress:**

The Training Division has expanded the training curriculum for newly promoted first line classified and civilian supervisors. Newly promoted supervisors now attend a course that is 10 days for classified and seven days for civilians. In addition, the Training Division also conducts a Lt's school that is five days in length and designed to orient new Lt's and potential Lt's to their new job responsibilities.

In addition, this mandatory training cycle, there is a mandatory class for all Sergeants, Lieutenants, Captains and Civilian Equivalents. This 8-hour course reviews sexual harassment and grievance procedures and introduces supervisors to the recommendations outlined in the President's Task Force on 21st Century Policing.