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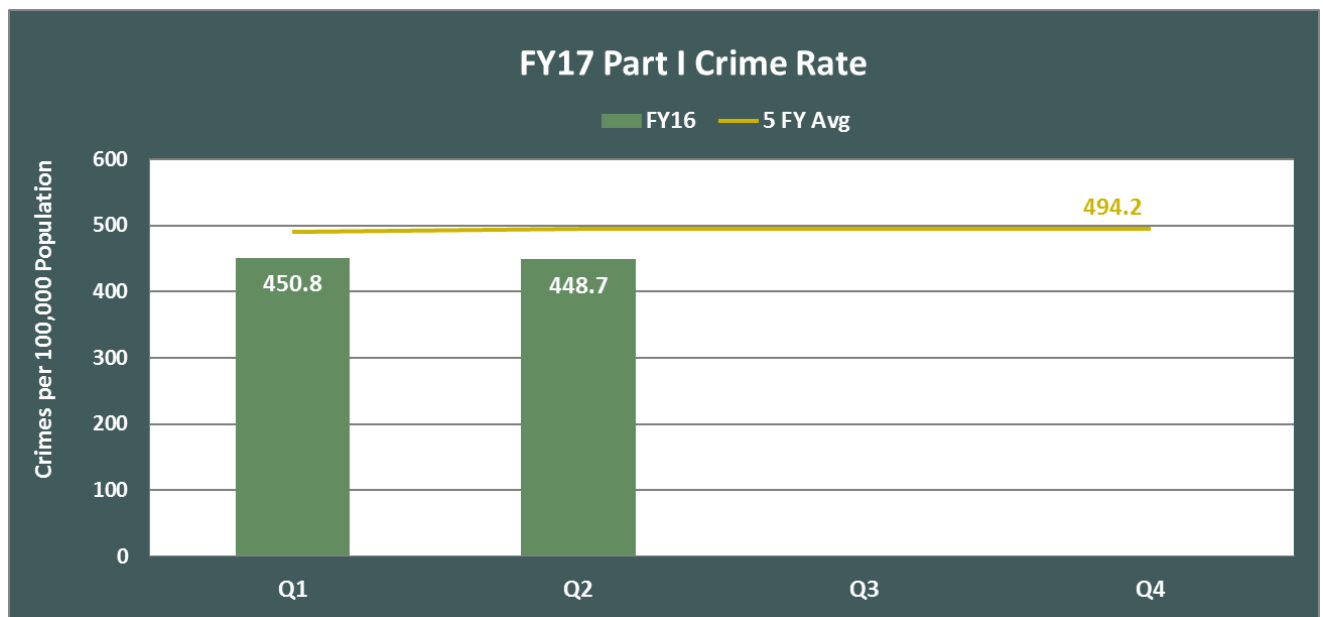
- **Importance:**
  One of the most important responsibilities of a police department is to keep the public safe from criminal activity, especially violent crime. Residents should work and live in a safe environment which is necessary for the economy to flourish.

- **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 second quarter Part I crime rate of 448.7 crimes per 100,000 which is lower than the average crime rate for the prior five fiscal years (494.2 crimes per 100,000).

FY17 Part I Crime Rate

FY16 ▬ 5 FY Avg

Q1: 450.8 Q2: 448.7 5 FY Avg: 494.2

(Crimes per 100,000 Population)

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

Goal at a Glance
Second 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 5.60 minutes during the second quarter of FY17. Although the second quarter response time is higher than the previous five fiscal year average (5.0 minutes), it still falls within the target range of 4-6 minutes.
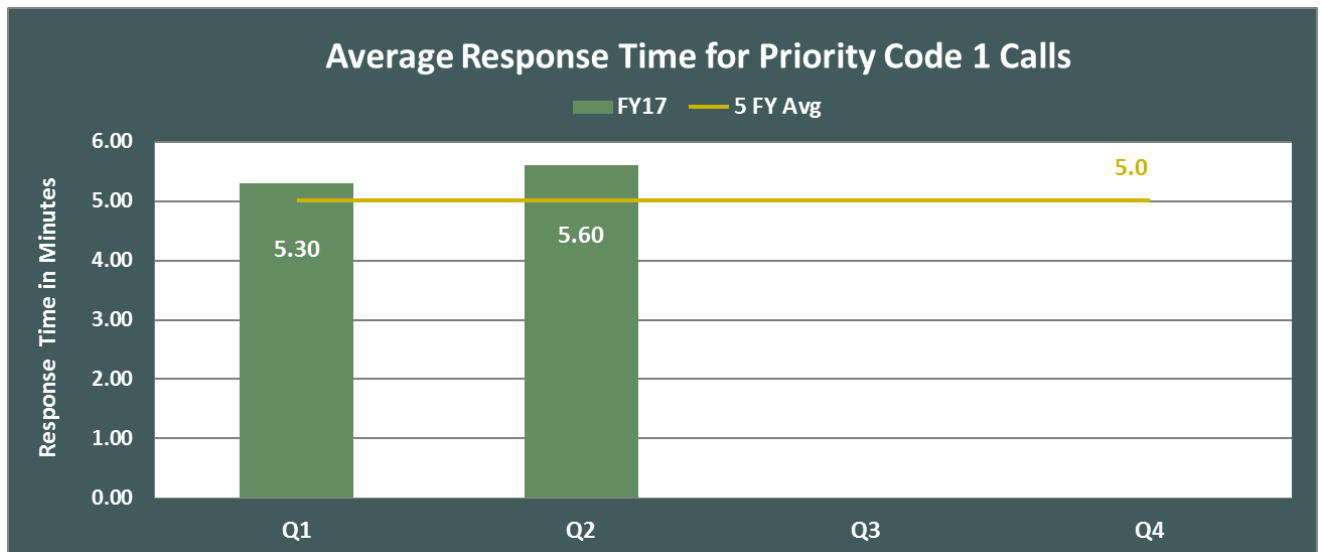
Average Response Time for Priority Code 1 Calls

FY17 — 5 FY Avg

	Q1	Q2	Q3	Q4
FY17	5.30	5.60		
5 FY Avg				5.0

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

Goal at a Glance

Second 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.
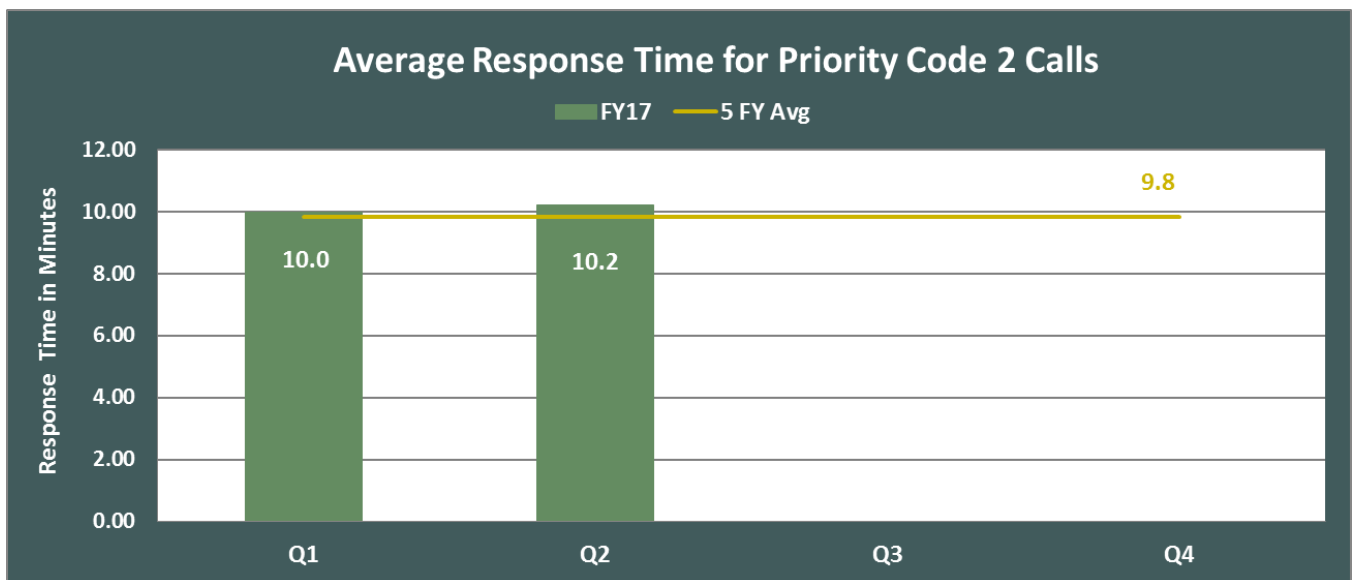

- **Importance :**
  Priority Code 2 calls deal primarily with in progress property crimes and/or a threat to human welfare, where an urgent response is warranted.

- **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 10.2 minutes during the second quarter of FY17. This falls within the target range of 8-12 minutes.

Average Response Time for Priority Code 2 Calls

Legend: FY17 ■   5 FY Avg ——

	Q1	Q2	Q3	Q4
FY17	10.0	10.2		
5 FY Avg				9.8

Y-axis: Response Time in Minutes (0.00 to 12.00)

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

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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.
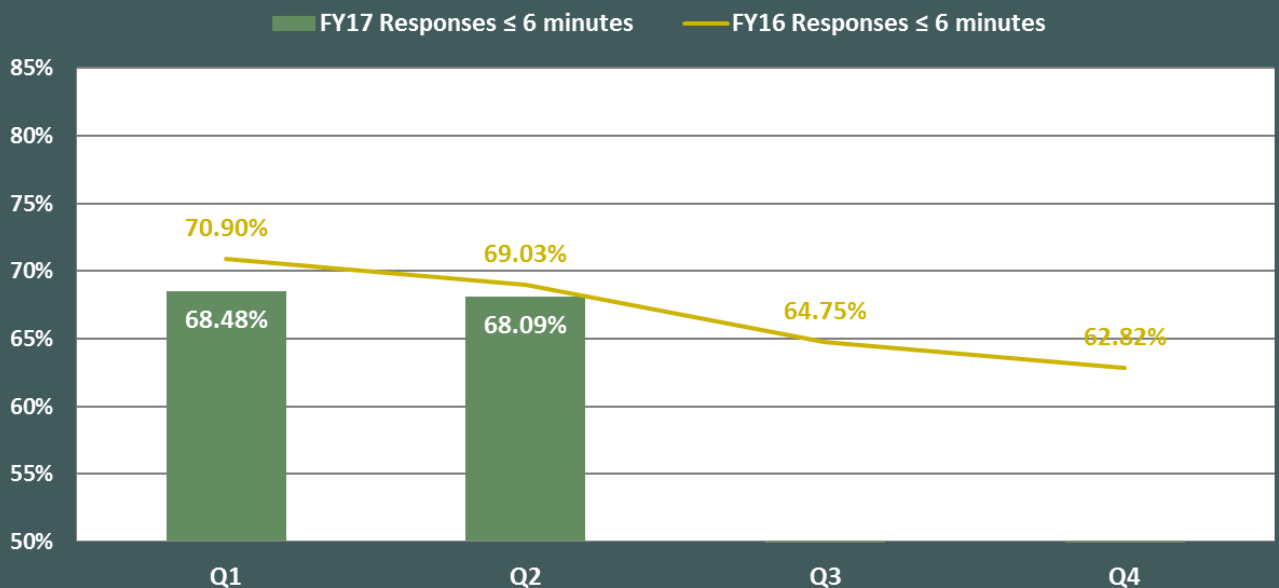
- **Measurement:**
  Response time to calls from the public as compared to FY16.

- **Status:**
  During the second quarter of FY17, HPD responded to 7,268 calls and serviced 4,949 of those calls within six minutes or less, resulting in a 68.09% response time within range for Priority Code 1 calls. This is lower than the 68.48% response time within range for FY17 first quarter.

FY17 Priority Code 1 Responses within Range vs FY16

■ FY17 Responses ≤ 6 minutes —— FY16 Responses ≤ 6 minutes

	Q1	Q2	Q3	Q4
FY17 Responses ≤ 6 minutes	68.48%	68.09%		
FY16 Responses ≤ 6 minutes	70.90%	69.03%	64.75%	62.82%

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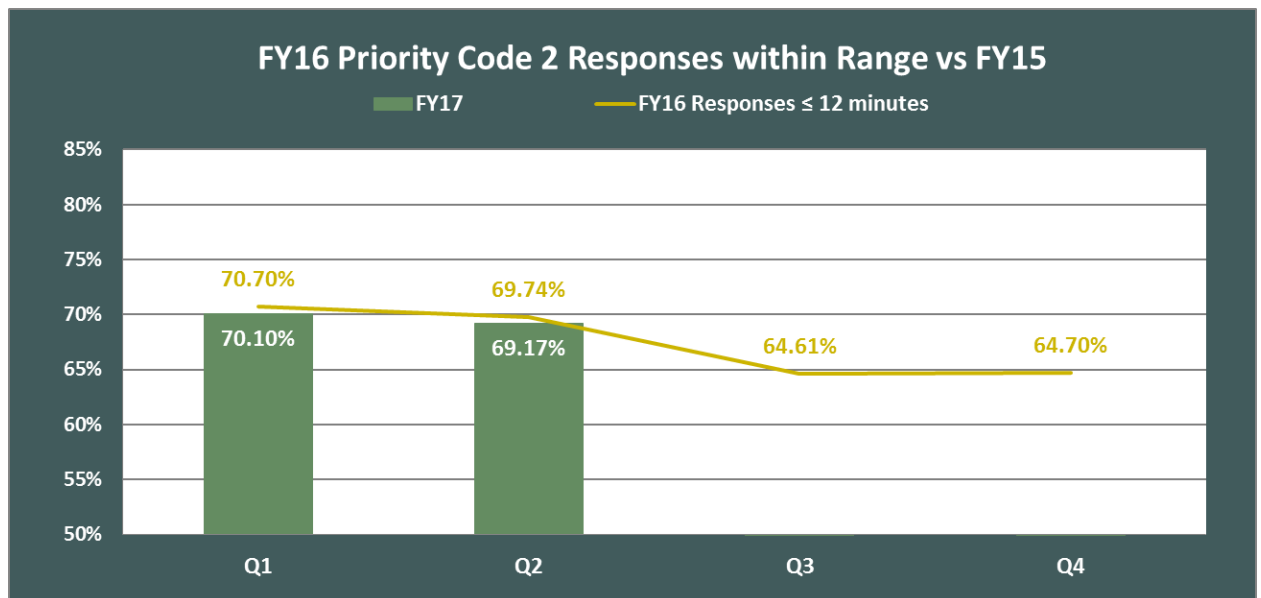
- ▪ **Importance:**
  Providing assistance to the public in a timely manner helps to solve crimes, bring criminals to justice, and keep the public safe.

- ▪ **Measurement:**
  Response time to calls from the public as compared to FY16.

- ▪ **Status:**
  During the second quarter of FY17, HPD responded to 47,667 calls and serviced 32,973 of those calls within twelve minutes or less, resulting in a 69.17% response time within range for Priority Code 2 calls. This is slightly lower than the 70.1% response time within range for FY17 first quarter.

FY16 Priority Code 2 Responses within Range vs FY15

Legend: ■ FY17   — FY16 Responses ≤ 12 minutes

Quarter	FY17	FY16 Responses ≤ 12 minutes
Q1	70.10%	70.70%
Q2	69.17%	69.74%
Q3		64.61%
Q4		64.70%

Source: CAD db, Office of Planning

> ### 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 second quarter of FY17, there were 71 traffic fatalities; higher than the second quarter average for the previous five years (55).
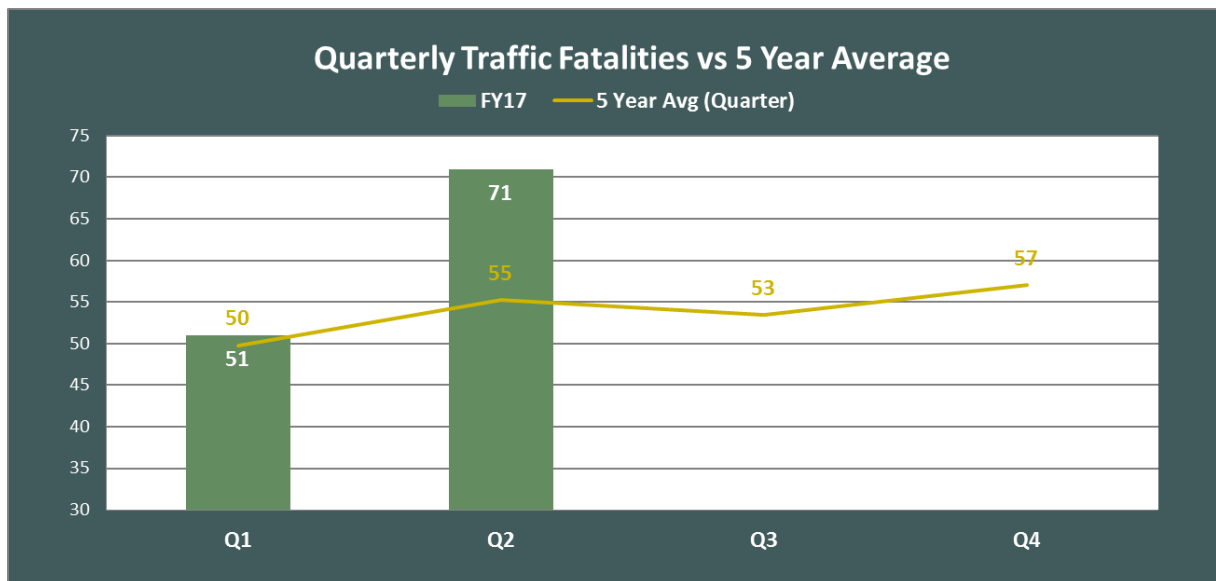
Source: Monthly Crime Trend Comparison Report, HPD Office of Planning

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.
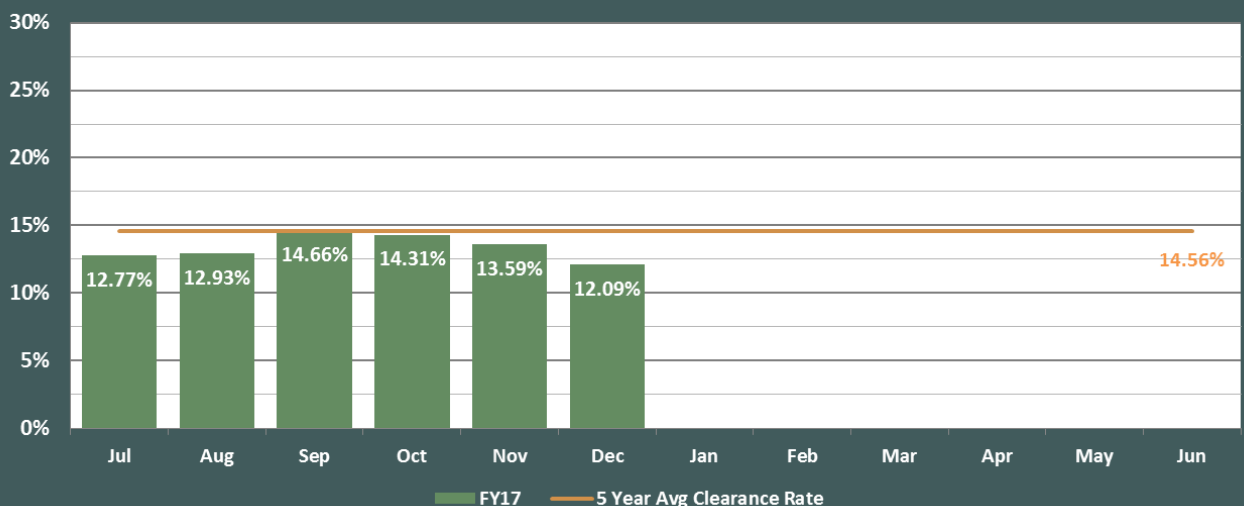
- **Measurement:**
  Monthly clearance rates compared to the average clearance rate for the prior five fiscal years. Clearance rate is defined as the number of cases solved during the period divided by the number of new crimes reported during the same period.

- **Status:**
  At an average of 13.39%, the Part I clearance rate for fiscal year 2017 is lower than the prior five year average (14.56%).

Part I Crime Clearance Rate vs 5 Year Average

Month	FY17
Jul	12.77%
Aug	12.93%
Sep	14.66%
Oct	14.31%
Nov	13.59%
Dec	12.09%

5 Year Avg Clearance Rate: 14.56%

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

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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 second quarter FY17 weighted response time (32.4 minutes) is higher than the weighted response time (25.9 minutes) for the same time period last year.
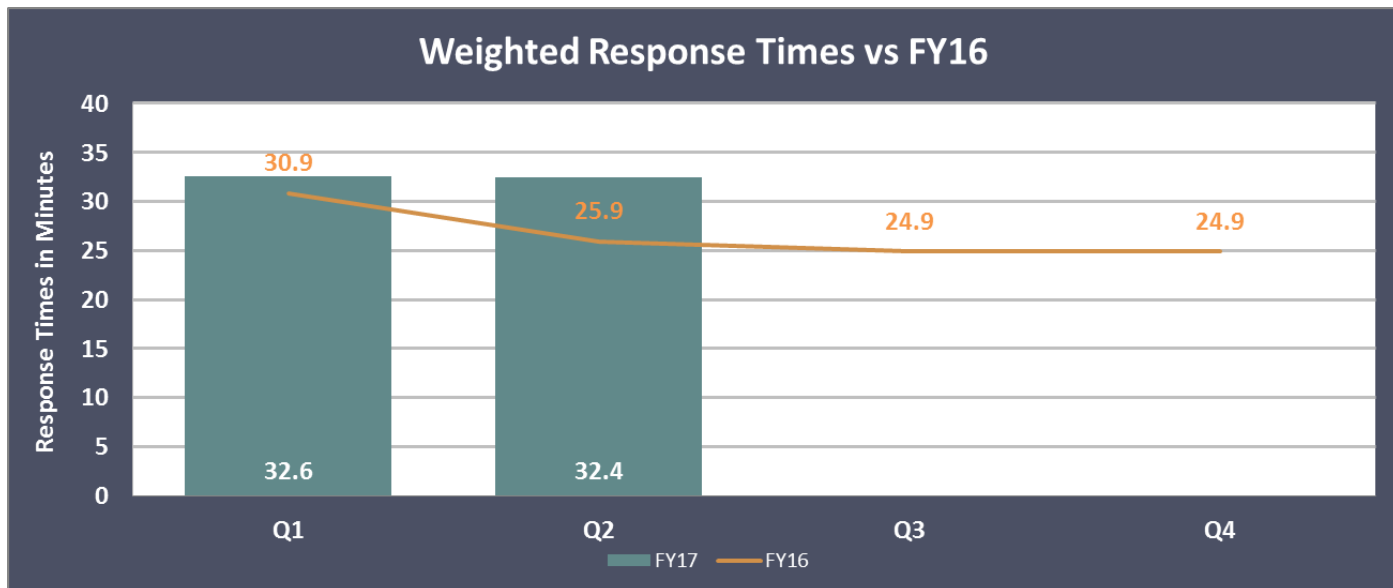
Weighted Response Times vs FY16

	Q1	Q2	Q3	Q4
FY17	32.6	32.4		
FY16	30.9	25.9	24.9	24.9

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

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 2015 Kinder Houston Area Survey, the perception of crime as a local problem has risen slightly as compared to 2014. Approximately 21% of Harris County respondents considered crime to be the biggest problem facing people in the Houston area today, while only 15% of Fort Bend County residents and 17% of Montgomery County residents responded similarly.   Lastly, the Kinder Survey found that 29% of respondents are "very worried" they or a member of their family will become a victim of crime.   This is slightly lower than the totals for the last two years.
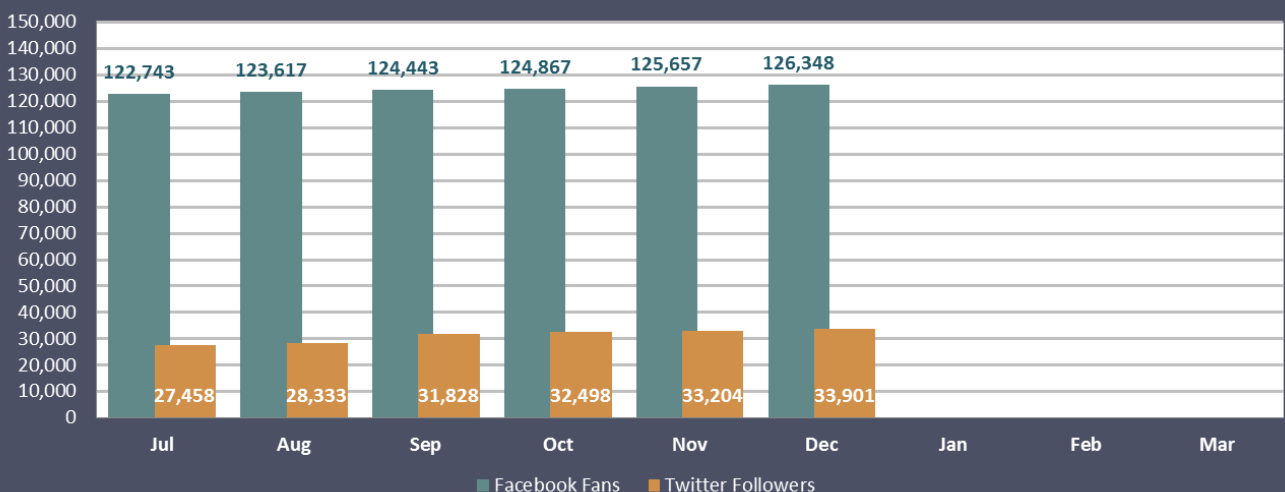

GOAL 2:   Maintain Public Confidence and Satisfaction

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 second quarter of the fiscal year. Twitter and Facebook followers continue to trend upward.

SOCIAL MEDIA USE	Q2
Recruiting Blog posts	63
Explorer Post Blog posts	15
Facebook posts	144
Flickr photos	833
Instagram	100
Next Door posts	20
Pinterest	43
Tumblr	16
Twitter tweets	204
Vine	0

Facebook Fans & Twitter Followers

	Jul	Aug	Sep	Oct	Nov	Dec
Facebook Fans	122,743	123,617	124,443	124,867	125,657	126,348
Twitter Followers	27,458	28,333	31,828	32,498	33,204	33,901

Source: Public Affairs Division

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:**
  The Youth Police Advisory Council (YPAC) was created in 1997 by Chief of Police, C.O. Bradford, who recognized that teenagers are often overlooked as a source of insightful input regarding youth and law enforcement issues. The first of its kind in the nation, the primary function is to promote trust and understanding between the Houston Police Department (HPD) and youth.

  As evidence of our continued efforts to enhance outreach to special needs populations, the Houston Police Department, along with members of the Youth Police Advisory Council, hosted a Christmas social and gift giving event for disadvantaged senior citizens during the holiday season. A video documenting the occasion can be viewed on the department's YouTube channel.

GOAL 3: Increase Accountability to the Community

Objective 3-1: 21st 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 21st 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 21st Century Policing

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.

Furthermore, The department's next audit will occur in June FY17 in order to prepare for the transition to the new ISO 9001:2015 standard.
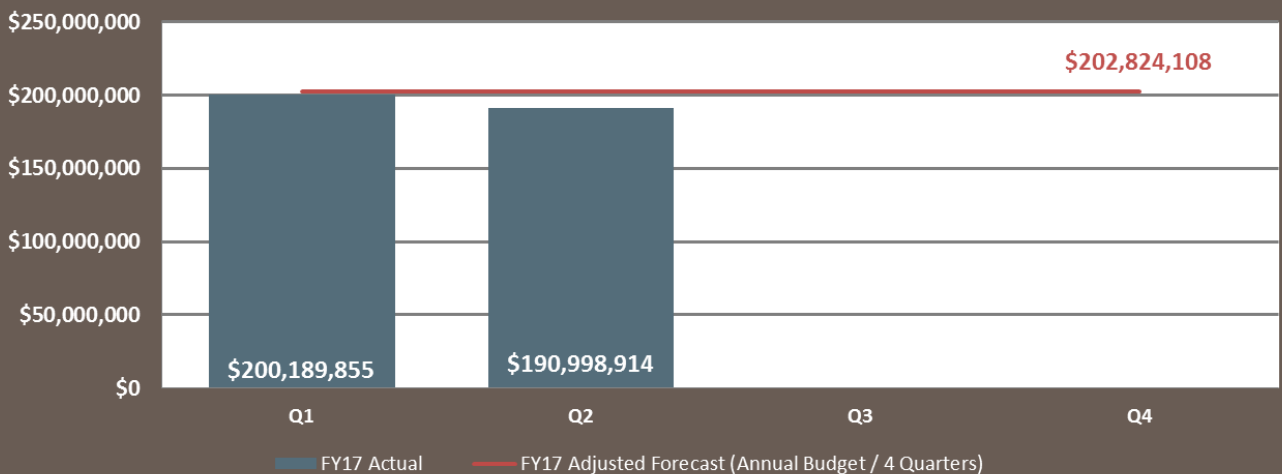
GOAL 3: Increase Accountability to the Community

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 second quarter totaled $190,998,914. This is approximately 23.54% of the total adopted budget with adjustments and reductions ($811,296,432).

  This total may change pending the reversal of a $14M credit from the Controller's Office.

Quarterly Expenditures vs Adjusted Forecast

$202,824,108

	Q1	Q2	Q3	Q4
FY17 Actual	$200,189,855	$190,998,914		

Legend: FY17 Actual — FY17 Adjusted Forecast (Annual Budget / 4 Quarters)

Source: HPD Financial Review, Office of Budget & Finance

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.
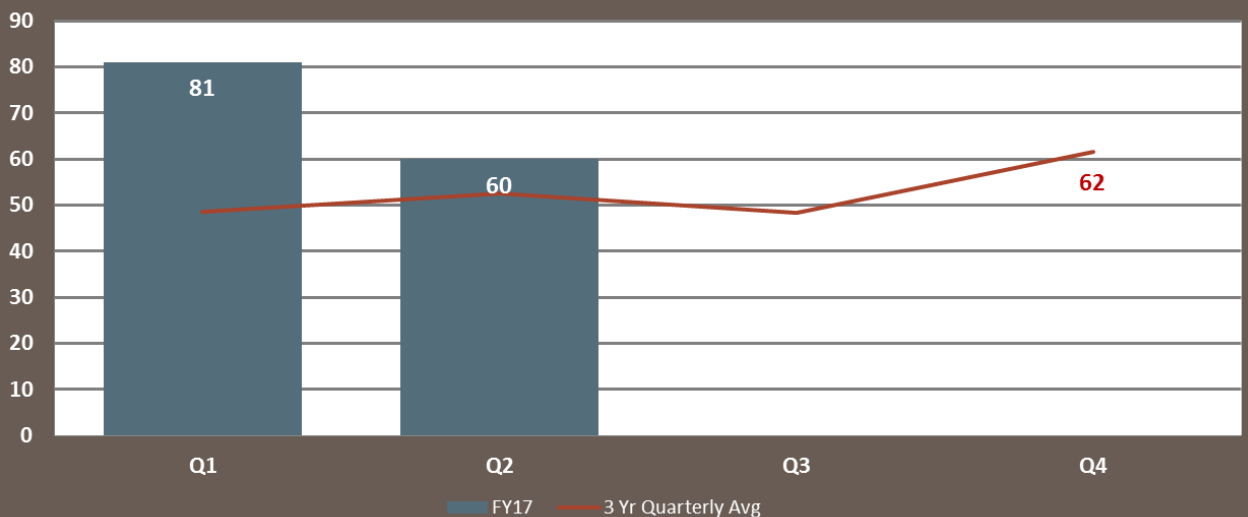
- **Measurement:**
  Complaints from citizens.

- **HPD Progress:**
  During the second quarter, 60 citizen complaints were filed against HPD. This is an increase in citizen complaints as compared to Q2 FY16 (51).

Citizen Complaints by Quarter

(bar chart: Q1 = 81, Q2 = 60; 3 Yr Quarterly Avg line ≈ 49, 52, 48, 62)

Legend: FY17 | 3 Yr Quarterly Avg

Source: Investigative Complaint Comparison, Internal Affairs Division

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 second quarter, 1,421 cameras have been distributed, with Westside Patrol being the most recent recipients.

Goal at a Glance
Second 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.
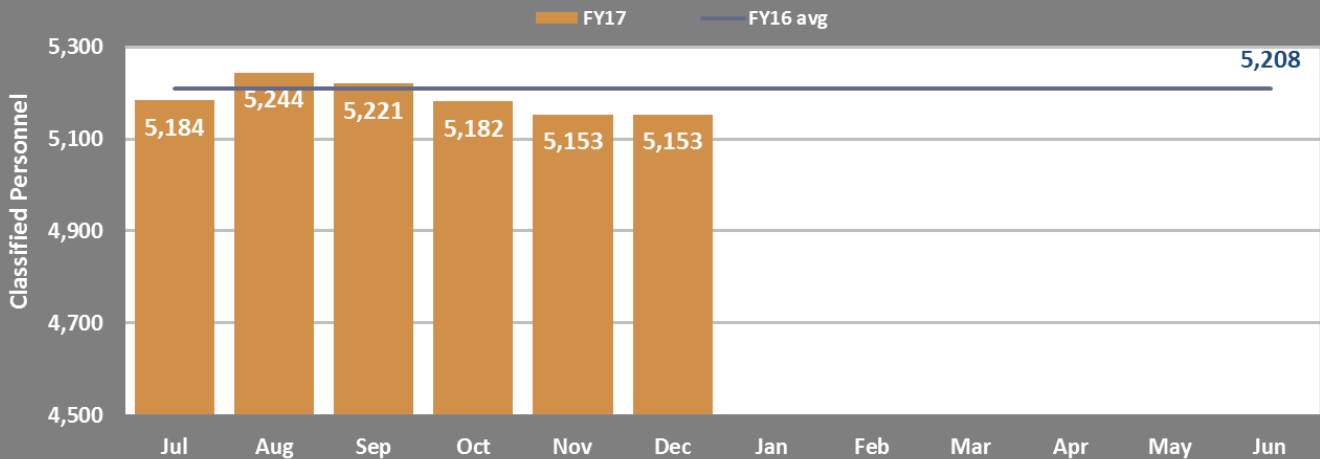
- **Measurement:**
  End of month classified headcounts for this year compared to FY16 average.

- **HPD Status:**
  Classified end of month headcounts for the second quarter of FY17 is lower than the FY16 average.

Classified Headcount at Month End

Source: HPD Financial Review, Office of Budget & Finance

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 second quarter of FY17, HPD has received a total of 585,430 calls for service. Approximately 90.46% (529,598) of those calls were received through dispatch. This is a slight decrease from the 90.50% received in the previous quarter.

FY17 Calls for Service

- 4.02%
- 5.10%
- 0.42%
- 90.46%

- Dispatch
- PDU
- Teleserve
- WebCOP
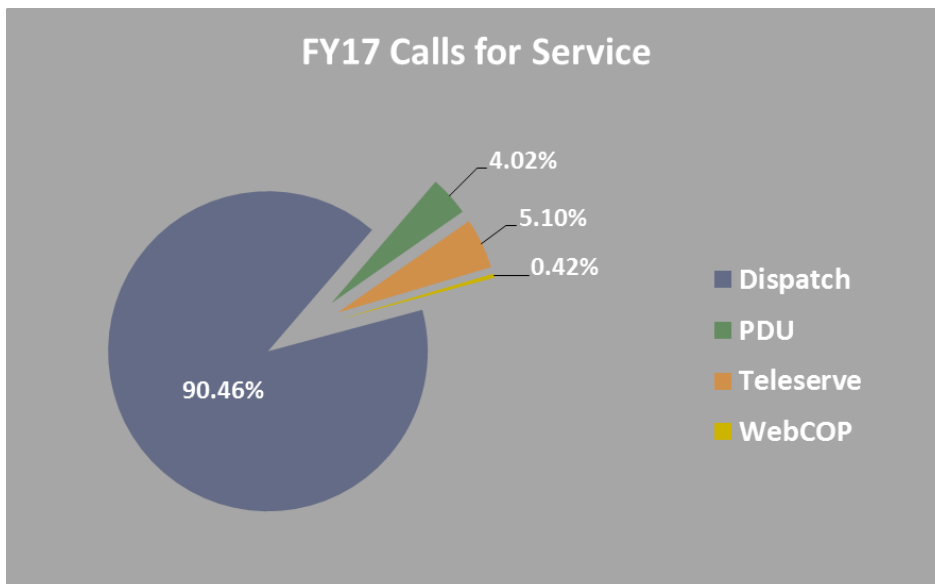
Source: Emergency Communications Division

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 the progress in completion of this objective.

- **HPD Progress:**
  Below is the 2-unit response rate for the first two quarters of FY17:

FY17 2-Officer Response Rate			
ALL CALLS RECEIVED 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	46,968	32,355	68.89%

Source: Sgt. Odon Belmarez, Homicide Division

Goal at a Glance
Second 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.
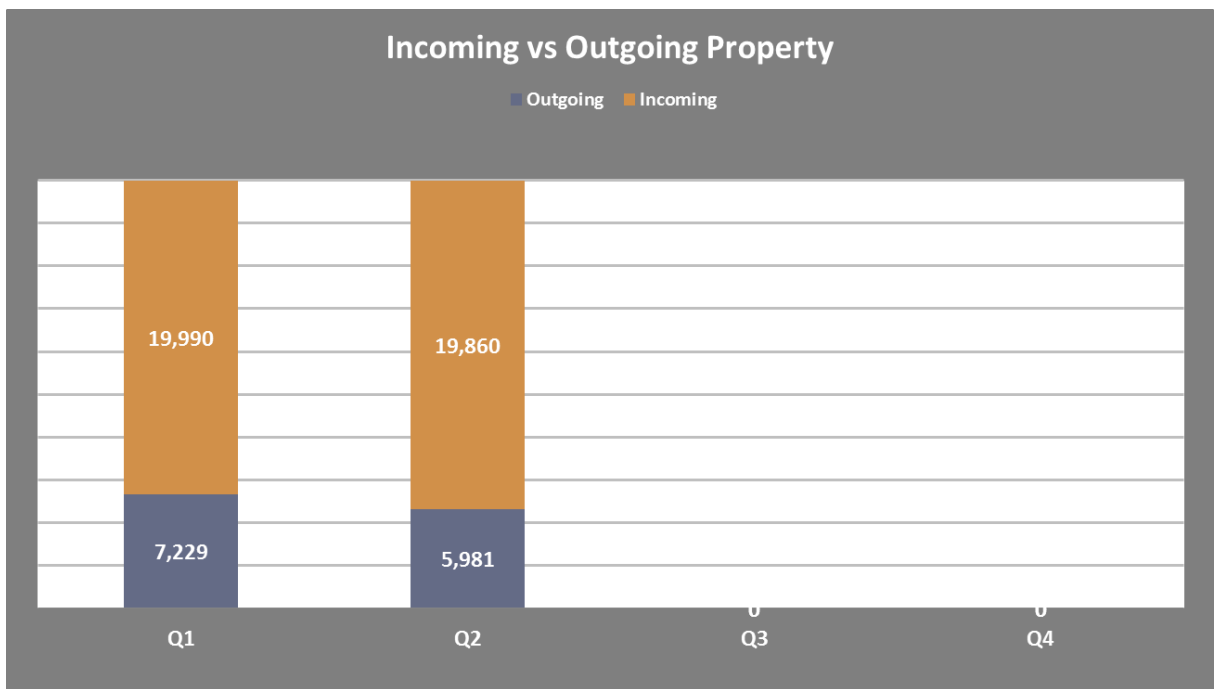

- **Importance:**
  The property room is at risk of exceeding its capacity and the quantity of the property stored needs to be disposed of or released.

- **Measurement:**
  The amount of property received compared to the amount of property disposed of or returned to owners.

- **HPD Progress:**
  During the second quarter of FY17, the property room received 19,860 non-biological items, and disposed/released 5,981 items, resulting in a 3.33:1 ratio of incoming to outgoing items.

Incoming vs Outgoing Property

■ Outgoing ■ Incoming

	Q1	Q2	Q3	Q4
Incoming	19,990	19,860	0	0
Outgoing	7,229	5,981		

Source: Monthly Item Reconciliation Report, HPD Property Division

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GOAL 4:   Maintain or Increase Productivity

Objective 4-4:   Reduce the number of work days lost due to workplace injuries below FY16.
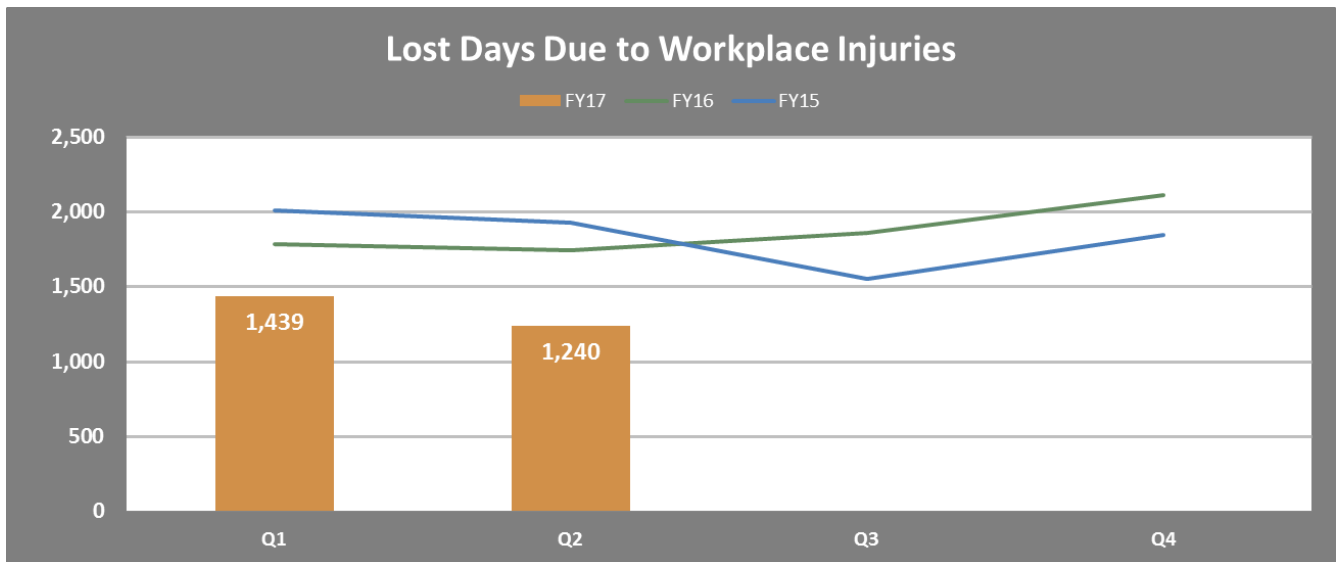
- **Importance:**
  Reducing workplace injuries can lead to higher productivity and quality, reduced turnover, reduced costs, and greater employee satisfaction.

- **Measurement:**
  Number of days missed due to workplace injuries.

- **HPD Progress:**
  There were 199 fewer lost days due to workplace injuries during the second quarter of FY17 (1,240) than in the previous quarter.

Lost Days Due to Workplace Injuries

Source: Professional Development Command

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 Q2 (Oct-Sept). 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.

  Source: Lt. Tina Bailey, Training Division

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, Q2, 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: Lt. Tina Bailey, Training Division

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 <u>a mandatory class for all Sergeants, Lieutenants, Captains and Civilian Equivalents</u>. 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.*

Source: Lt. Tina Bailey, Training Division