



**HOUSTON POLICE DEPARTMENT  
MENTAL HEALTH DIVISION**

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**2016 ANNUAL REPORT**

# On The Cover

## Once on the streets and abused, now housed and safe

**M**ichelle, who is diagnosed with schizoaffective disorder and moderate intellectual and developmental disabilities, was referred to the Chronic Consumer Stabilization Initiative (CCSI) from the Homeless Outreach Team. She was living on the streets, non-compliant with her psychotropic medications, and had been both sexually and physically assaulted. She had been arrested for criminal trespass, delivery of a controlled substance, and assault with bodily injury. Houston officers took her for emergency psychiatric evaluation eight times.

Since being placed on the CCSI program in January 2015, Michelle has been brought for emergency psychiatric evaluation three times. Since December 2015 she has not been hospitalized or arrested. She currently resides in a personal care home and attends a day program where she works in the kitchen. Michelle has a one-year-old son who she sees on a regular basis and is attending parenting classes through the Children's Protective Service.

Michelle exemplifies the mission of the Mental Health Division: "To provide a professional, humane, and safe response to individuals with behavioral health problems and to the homeless." And CCSI exemplifies community policing: collaborative partnerships between law enforcement and community organizations to develop solutions to problems and increase trust in the police.

The Mental Health Division thanks Michelle for giving the division permission to publish her photograph and story.

***"I am very appreciative of Leon [Officer Moulton] helping me get off the streets. I don't think I would have survived if I stayed there. I am also very grateful for the CCSI program and helping me with the adoption of my son."***



# Art Acevedo

## Chief of Police

" The Crisis Intervention Team is a national leader and community example of how police and citizens should interact with persons with intellectual and developmental disabilities. The team is a branch of relational policing, in which officers forge a relationship with each citizen they come in contact with."





M. A. Dirden

Executive Assistant Chief

Field Operations

" The Mental Health Division spearheads a compassionate and innovative response to consumers in crisis, demonstrating how public health collaboration works effectively."



# Mental Health



Houston Police Department Mental Health Division including the behavioral health personnel assigned to the division from The Harris Center for Mental Health and IDD. Also shown in the picture are the Crisis Intervention Response Team and Homeless Outreach Team personnel from the Harris County Sheriff's Office. Houston collaborates with the Harris County Sheriff's Office on these programs.

# Division





## MENTAL HEALTH DIVISION MANAGEMENT

(front row left to right) Sergeant Angelica Sanchez, Investigations/Special Projects/Chronic Consumer Stabilization Initiative/Boarding Homes; Lieutenant Cheryl Southwell; Captain Wendy Baimbridge; Sergeant Ramon Perez, Training & Administration; Sergeant Julio Silva, Crisis Intervention Response Team; (back row left to right) Sergeant Joseph Ramirez, Crisis Intervention Response Team; Sergeant Stephen Wick, Homeless Outreach Team; Sergeant Norris Groves, Crisis Intervention Response Team.



## THE HARRIS CENTER MANAGEMENT

(left to right) Anthony Pastel, LPC, Program Director for PATH; Kisha Lorio, LPC, NCC, Clinical Team Leader, CIRT; Ann MacLeod, LPC-S, NCC, CIRT Program Director; Cherie Steinberg, LPC, CCSI Program Director; Amber Honsinger, LPC, Clinical Team Leader, CCSI; Michael Hawkins, LPC, Clinical Team Leader, CIRT.

# MHD UNITS



Investigations



Administration



Chronic Consumer Stabilization Initiative



Homeless Outreach Team



Crisis Intervention Response Team



Training



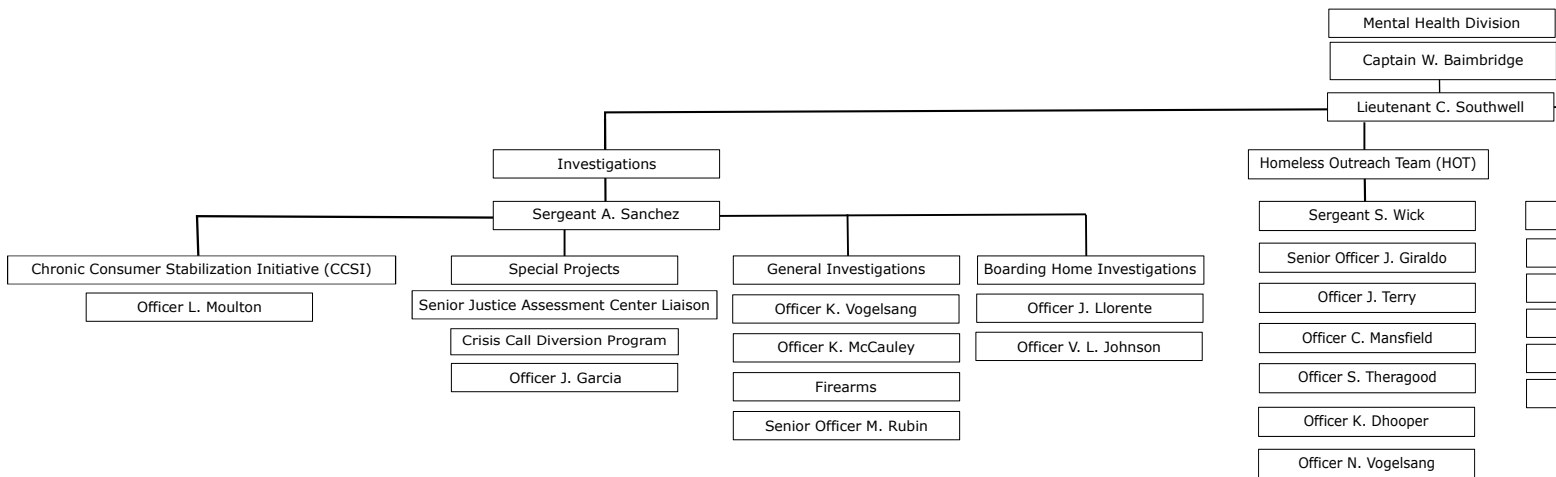
The Harris



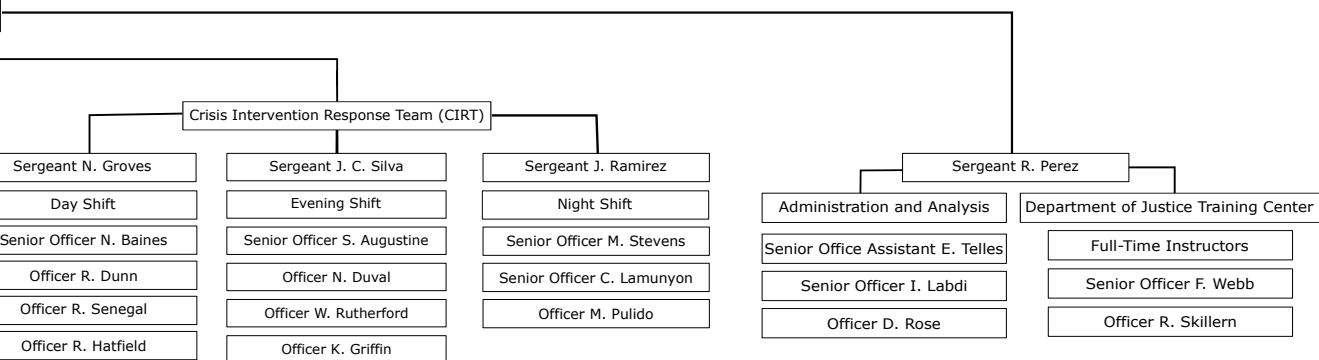


Center

# Mental Health Division



# n Organizational Chart



# Mental Health Division

## Mission

To provide a professional, humane, and safe response to individuals with behavioral health problems and to the homeless.

## Purpose

To develop and oversee the department's multifaceted strategies for responding to individuals with behavioral health problems and the homeless, and to provide guidance in the areas of policy and procedure.

## Core Values

- A team approach to its work.
- Treats all people with respect and dignity.
- Approaches all work with integrity.
- Respects individual differences.
- Provides transparency to all stakeholders.
- Learn. Collaborate. Educate. Innovate. Serve.



# Acknowledge

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*To the Tom and Carolyn  
Hamilton Foundation for  
providing the funds to print this  
annual report.*

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*Thank*

# dgements

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*To Senior Police Officer Matt  
Fowler for taking a majority of  
the pictures in this annual  
report.*

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*You !!!*

**22**

**25**

**41**

**55**

**65**

**73**

**81**

**89**

**COMMANDER'S MESSAGE**

**TRAINING**

**HOMELESS OUTREACH**

**CIRT**

**BOARDING HOMES**

**CCSI**

**PILLARS OF MHD RETIRE**

**STATISTICS**



# Commander's Message

## How Far We Have Come

As I read through this year's annual report I think of the progress the Houston Police Department (HPD) has made in responding to individuals in serious mental health crises and to the homeless. Prior to 1993, our officers had no crisis intervention/de-escalation training; the process of obtaining an emergency detention took, on average, seven hours to complete; the capacity for individuals on emergency detention in Harris County was 12 hospital beds; we had no programs for responding to the mentally ill and homeless; and our relationship with the mental health community was just starting to develop.

Today, the Houston Police Department is a model of collaboration and is considered the leading law enforcement agency in the state and one of the national models for programs for responding to the mentally ill and the homeless. HPD has provided the 40-hour CIT class to over 2,700 HPD officers and trains law enforcement and behavioral health personnel across the state and nation. The Mental Health Division (MHD) has five programs for responding to the mentally ill including a Homeless Outreach Team.

Individuals largely responsible for this significant progress include Dr. Steven Schnee, Executive Director of The Harris Center for Mental Health and IDD (The Harris Center); Betsy Schwartz, former CEO of Mental Health America (MHA) of Greater Houston; Susan Fordice, current CEO of MHA of Greater Houston; and various members of the National Alliance on Mental Illness (NAMI).

Dr. Schnee started working with HPD in 1992. He opened the NeuroPsychiatric Center in 1999 adding approximately 30 beds for individuals brought in by law enforcement on emergency detention. He streamlined the procedures in Harris County for obtaining an emergency detention from seven hours to 30 minutes. The amount of time this has saved officers over the years is immeasurable, and the Harris Center currently provides 33 staff members who are assigned to the MHD.

Betsy Schwartz formed a multi-agency task force in 1997 that researched, developed and helped implement HPD's CIT program. The program was implemented in 1999. MHA funds purchased lunches each day of the 40-hour CIT class (for the first two years), purchased CIT pins and uniform jackets (first five years of the program), and sponsored two CIT awards banquets. MHA's support continues today through CEO Susan Fordice.

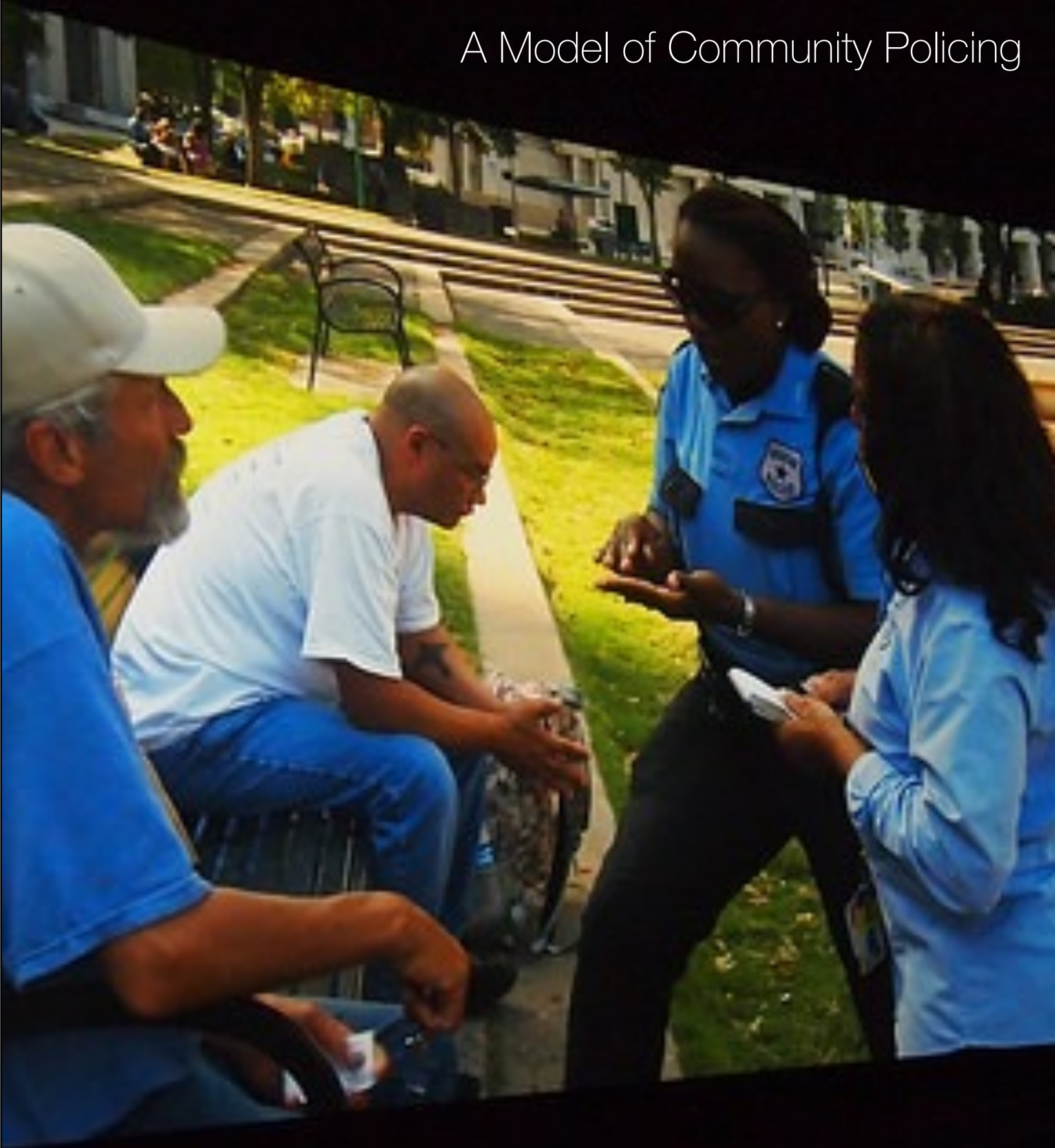
In 1991, when personnel in HPD started researching CIT, many in the department were skeptical and some adamant this was not the direction the department should go. Many in the department did not believe responding to the mentally ill and the homeless was a role of law enforcement. From the very beginning, NAMI was steadfast in its support. Their support helped sustain those in the department who started to question the pursuit of CIT. There were many individuals associated with NAMI HPD has worked with over the years. A few names from the early years include Carolyn Hamilton and Evelyn Johnson of NAMI Greater Houston, Joe Lovelace of NAMI Texas, and Greg Carlson of NAMI Birmingham (Alabama).

Much has been accomplished in the past 25 years. Institutional change has occurred. Change made possible through collaboration. The Houston Police Department's Mental Health Division is truly a prime example of community policing and what can be accomplished when we work together.

*Wendy Baimbridge*

Wendy Baimbridge, Captain  
Mental Health Division

# The Mental Health Division: A Model of Community Policing



# Community policing comprises **three** **key components:**

## Community Partnerships

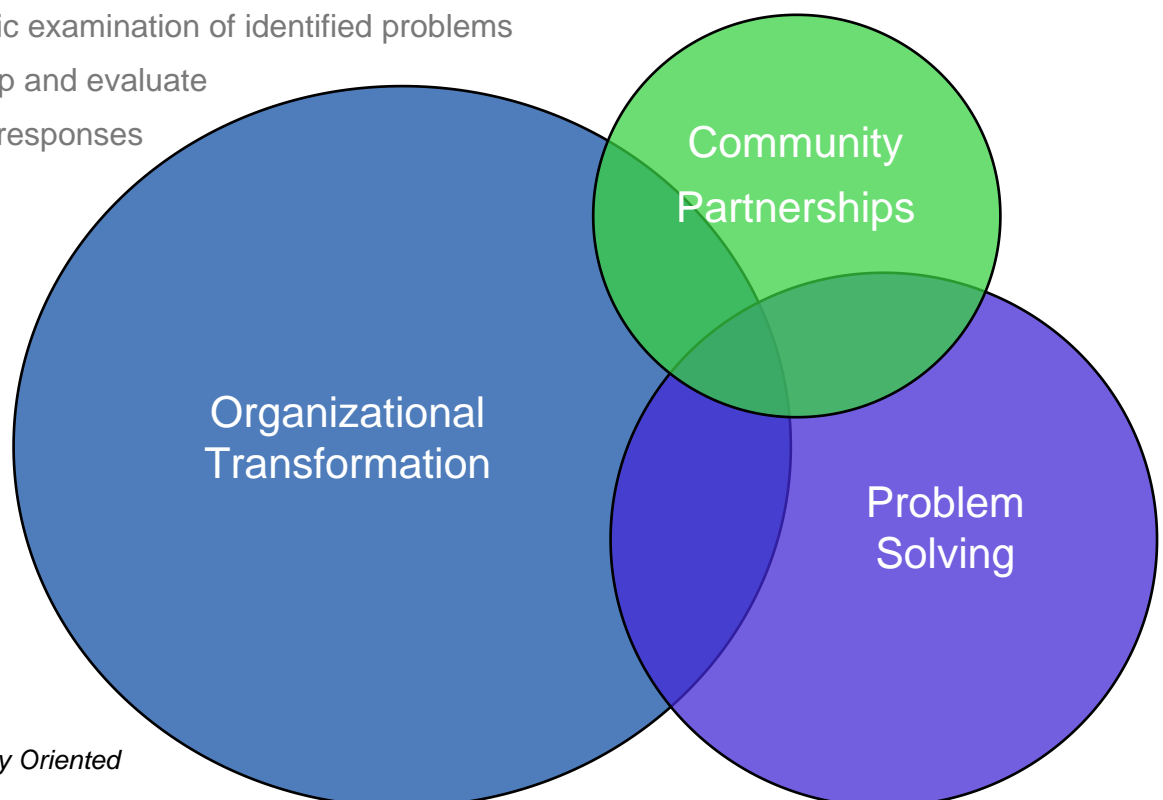
Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police

## Organizational Transformation

The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving

## Problem Solving

The process of engaging in the proactive and systematic examination of identified problems to develop and evaluate effective responses



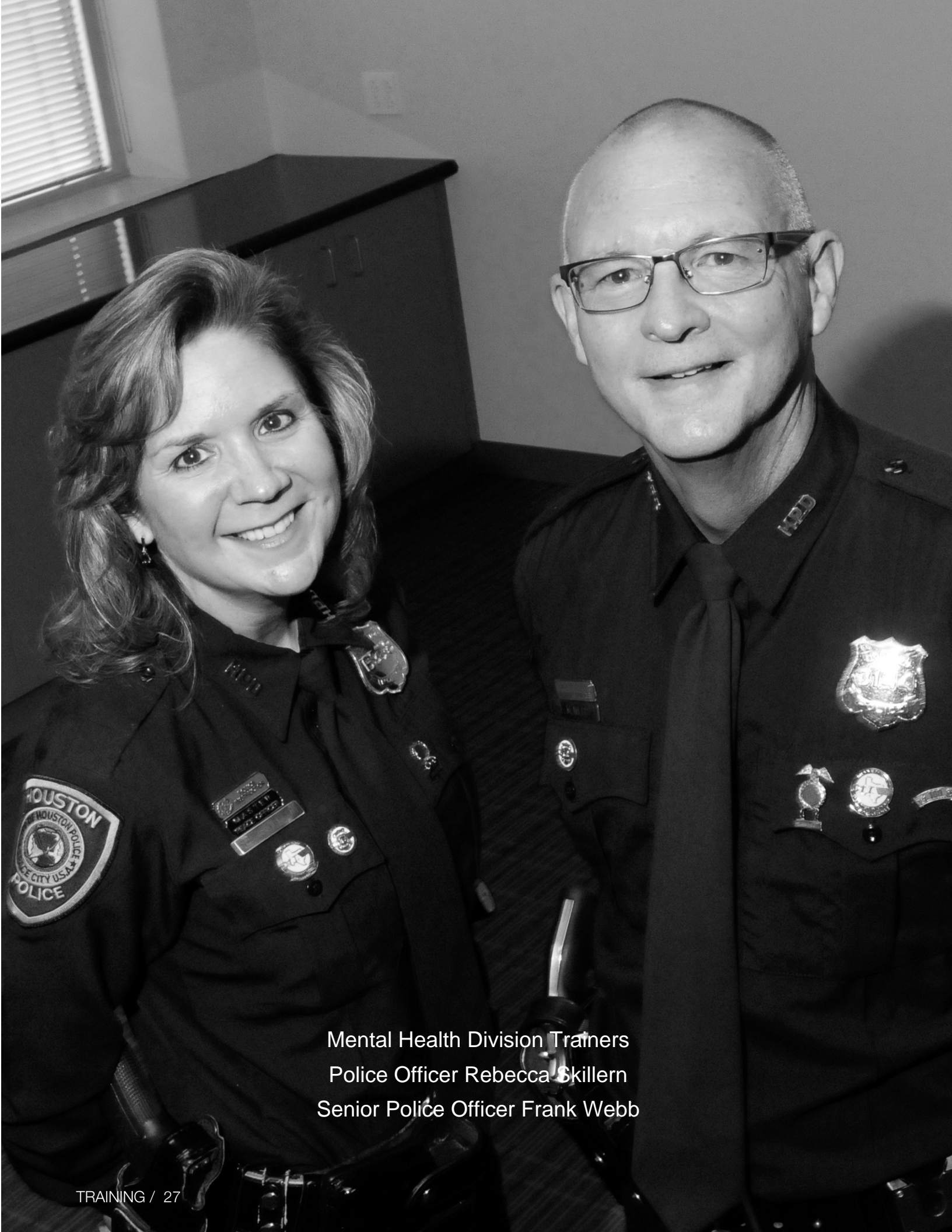
Source: *Community Oriented Policing Services*



# 1 Training



# Unit



Mental Health Division Trainers  
Police Officer Rebecca Skillern  
Senior Police Officer Frank Webb

# SELECTED

To present at the International Association of Chiefs of Police 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 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 and Houston chaired the committee that developed the first 24-hour CIT curriculum for the Texas Basic Peace Officer Course

# Training Unit

**T**raining is essential to the mission of the Mental Health Division. It is the foundation of the division's multi-faceted strategies for responding to the mentally ill. The Training Unit is responsible for providing the following curricula:

- 40-hour Mental Health Peace Officer class to veteran Houston Police Department officers and cadets
- 40-hour CIT class to law enforcement officers and behavioral 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 Houston Police Department officers and law enforcement personnel across the state
- 8-hour CIT class for Houston Police Department new-hire jail personnel
- 4-hour CIT class for veteran Houston Police Department jail personnel
- Miscellaneous classes and presentations as needed

# United States Council of State Governments Learning Site

Houston was one of six police departments nationwide to be selected in 2010 by the United States Council of State Governments as a learning site for specialized programs for responding to the mentally ill. As a learning site, Houston provides crisis intervention/de-escalation training to law enforcement and behavioral health personnel across the state and nation, hosts visitors who want to learn about Houston's programs, and provides training resources. Since becoming a learning site, Houston has hosted visits from 22 law enforcement agencies and has taught the 40-hour Crisis Intervention Training (CIT) class at 21 locations across Texas and three locations outside of Texas: Tuscaloosa, Alabama; Mankato, Minnesota; and Apache Junction, Arizona. Over 2,000 personnel from over 329 law enforcement organizations have attended some variation of crisis intervention/de-escalation training taught by the Houston Police Department. Additionally, Houston has responded to 3,850 information requests.

"The Houston Police Department is an exemplary law enforcement agency that has successfully developed collaborative partnerships. Houston's Mental Health Division, a learning site, provides invaluable assistance to other jurisdictions that are interested in developing a specialized policing response model."

Nicola Smith-Kea, M. Sc., M.A.,  
Policy Analyst, Law Enforcement Program  
Council of State Governments Justice Center

## Site Visits

9

Houston hosted site visitors from Salt Lake City, Utah; the Los Angeles Police Department; Los Angeles County Sheriff's Office; Baltimore, Maryland Police Department; three agencies in Colorado; San Marcos, Texas Police Department; Amarillo, Texas Police Department; Dallas, Texas Police Department; New York Police Department, New York; and the Pinellas County Sheriff's Office in Florida.

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## Information Requests

1,282

Examples include requests for department policy and procedure regarding the Houston Police Department's response to the mentally ill, training videos, training publications, program design, sustainability, and other consultation.

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## Personnel Trained

276

This includes 29 personnel in Midland/Odessa, Texas and 28 personnel in La Joya, Texas who received the 40-hour CIT class. The remaining 219 personnel attended some variation of CIT training at the Houston Police Academy, e.g., 40-hour CIT, state-mandated 8-hour CIT Intermediate, etc.

# Statistics - 2016

Law Enforcement  
Agencies Trained

42

Number of law enforcement agencies represented in the various CIT-related trainings provided by the Houston Police Department.

Organizations  
Interacted With

152

Law enforcement and behavioral health organizations that attended training or requested information.

Trainings

8

One 40-hour training was held in Midland/Odessa, Texas and one in La Joya, Texas. The remaining six trainings were variations of CIT training held at the Houston Police Academy.

# 2016 Learning Site Visits

Salt Lake City, Utah



Los Angeles, California



Baltimore, Maryland



# 2016 Learning Site Visits



Colorado Agencies



San Marcos, Texas



Amarillo, Texas

# 2016 Learning Site Visits

New York, New York



# 2016 Learning Site Trainings

Midland/Odessa, Texas



# CIT Officer of the Quarter



(left to right) Police Officer Oscar Cavazos; Ms. Alice Brink , President, National Alliance on Mental Illness (NAMI) Greater Houston; Senior Police Officer Frank Webb. Officer Cavazos received the award in the first quarter for saving the life of a woman who attempted to commit suicide.



(left to right) Senior Police Officer Frank Webb; Ms. Alice Brink , President, National Alliance on Mental Illness (NAMI) Greater Houston; Senior Police Officer Roland Benavides. Officer Benavides received the award in the second quarter for saving the life of a 12-year-old girl who was attempting to commit suicide.



(left to right) Senior Police Officer Frank Webb; Ms. Alice Brink , President, National Alliance on Mental Illness (NAMI) Greater Houston; Police Officers Shawn Bradley and Caleb Runge. Officers Bradley and Runge received the award in the third quarter for saving the life of a male who was attempting to commit suicide.



(left to right) Ms. Alice Brink , President, National Alliance on Mental Illness (NAMI) Greater Houston and Police Officer Madeleine Pierson. Officer Pierson received the award in the fourth quarter for saving the life of an 11-year-old girl who was attempting to commit suicide.

# HPD Mental Health



## Cadet Classes

4

In March 2007 the Houston Police Department started providing the 40-hour CIT class to all cadets. The Mental Health Division provided this training to four cadet classes during 2016.

# Training Statistics - 2016



Cadets Trained

**271**

Number of cadets receiving the 40-hour CIT class in 2016. The cadets graduate as CIT officers. Houston believes CIT training is part of policing in the 21st century and a skill-set required today.

## Advanced CIT Classes

45

All CIT officers assigned to patrol and other specified assignments are required to attend an eight-hour CIT refresher class titled Advanced CIT. The content of the class changes each year depending on needs identified by the Mental Health Division and CIT officers in the field.

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## Personnel Attending Advanced CIT Class

2,621

In addition to refreshing officers on their CIT training and providing policy and procedure updates, the Advanced CIT class provides an opportunity for the Mental Health Division to interact with the department's CIT officers once a year.

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## CIT Intermediate Classes

10

The state mandated CIT training for all Texas Peace Officers who hold a Basic Peace Officer certification. This class is different from the Houston Police Department's Advanced CIT class. The state class is required once every TCOLE training cycle until the officer attains his/her Intermediate certification. The Mental Health Division provides this class to Houston Police Department personnel and personnel from outside agencies.

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## Personnel Attending CIT Intermediate Training

226

Number of Houston Police Department personnel attending the CIT Intermediate classes provided by the Mental Health Division.

## Jailer Training Classes

14

The Mental Health Division provides a four-hour CIT refresher class to all jail personnel. Jail personnel originally received eight hours of CIT training.

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## Jail Personnel Trained

218

Number of personnel attending the four-hour refresher class for jail personnel.

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## 40-Hour CIT Classes

4

In addition to the two classes taught in Midland/Odessa and La Joya, the Mental Health Division provided four 40-hour CIT classes for veteran Houston officers and personnel outside of the Houston Police Department. These classes were held at the Houston Police Academy.

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## Personnel Trained in 40-Hour CIT Classes

81

Number of personnel trained, within and outside the Houston Police Department, in the 40-hour CIT class taught at the Houston Police Academy.

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## Crisis Communication Training

26

All new call-takers and dispatchers receive 16 hours of CIT training provided by the Mental Health Division. In 2016 26 people received this training.



# 2 Homeless





# Outreach



# Homeless Out



# Outreach Team

# Homeless Outreach Team

## History

Houston's 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 supervisor, designed, developed, and implemented the program. Due to the team's success, it expanded in 2016 by adding two officers.

## Program Description

HOT is comprised of one sergeant, five officers and three case managers from the Harris Center for Mental Health and IDD. HOT's goal is to help the chronic homeless get off the streets and into housing. Additionally, HOT works collaboratively with numerous service providers to provide benefits and services to the homeless. Some of the service providers include the Star of Hope Mission, SEARCH Homeless Services, Salvation Army, US Vets, Main Street Ministries, Texas Department of Public Safety, Social Security Administration, and Harris Health. Some of the services provided are assistance with employment, medical care, mental health treatment, substance abuse treatment, social security benefits, reestablishment of their identity, and housing.

"It is a true collaborative partnership. This could not be done without both sets of players, the mental health systems and the law enforcement systems, coming together communicating, planning, working together over time, evolving together over time."

Doctor Steven Schnee

Executive Director

The Harris Center for Mental Health and IDD

# FINALIST

Homeless Outreach Team named Finalist for the  
International Association of Chiefs of Police  
Community Policing Award

# TREND SETTING

Other cities and departments have examined  
Houston's HOT and are using it as a model

# COMMUNITY POLICING

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



(Above left to right) Deputy Luke Ditta, Harris County Sheriff's Office (HCSO) Homeless Outreach Team (HOT); Deputy James Kelly, HCSO HOT; Officer Sheldon Theragood, Houston Police Department (HPD) Homeless Outreach Team (HOT); Officer Gail Sanchez, HPD HOT; Senior Officer Jaime Giraldo, HPD HOT. Houston helped Harris County start their Homeless

# Collabo



Outreach Team. Houston's collaboration with the Harris County Sheriff's Office started in 2011 when Houston helped them start a Crisis Intervention Response Team (CIRT) program.

# oration

# Quintus' compelling story exemplifies the life of the homeless



Quintus, 75-years-old, smiles easily even after living on the streets since "sometime in the early 80s."

His smiles belie his physical and social condition.

Quintus engaged with the Homeless Outreach Team (HOT) in June 2016. HOT learned Quintus has limited vision due to glaucoma and cataracts, no identification, a lack of income, and an inability to navigate the complex system of homeless services.

With HOT's assistance, Quintus received medical treatment through Healthcare for the Homeless, obtained a Texas ID card through the Texas Department of Public Safety, started receiving benefits through the Social Security Administration, and was housed in November 2016.

How is Quintus doing now?

He has had surgery for his cataracts through the University of Houston's eye clinic and is scheduled to have laser glaucoma procedure. Unfortunately, because of the progression of the glaucoma, his eyesight is not expected to improve significantly, but HOT linked him up with Division for Blind Services' mobility training program. He is working with a case manager to obtain adaptive aids and services to support independent living.

Regarding housing, Quintus is making friends in his new community and is very satisfied and appreciative to have a home.





# Kathy's story, from a dirty mattress in an abandoned drive thru, to a group home

K

athy had been homeless for decades. HOT found her confined to a wheelchair and sleeping on a dirty mattress in an abandoned fast food restaurant drive thru. She was in poor overall physical health and was unable to walk or attend to her hygiene.

HOT arranged for medical and mental health treatment for Kathy. Since engaging with HOT, she has received treatment in a mental hospital and skilled nursing facility, and now resides in a group home. A physical therapist visits her three times a week and she recently graduated from the wheelchair to a walker.



Kathy on her mattress in the abandoned fast food restaurant drive thru

# HOT Statistics - 2016



## 5264

Consumer Contacts

Making personal contact with the homeless in an attempt to offer assistance with medical care, mental health care, identification letters, housing, social security benefits, veterans benefits, etc.

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## 1134

Provider Contacts

Making contact with homeless service providers to assist the homeless. Examples of providers include the Star of Hope, Salvation Army, United States Veterans Initiative, and the Cenikor Foundation.

# 14012

Referrals

Information provided to the homeless such as detox through the Genikor Foundation, rehab at the Open Door Mission, shelter at the Salvation Army, and transitional housing at the Turning Point Center.

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# 2749

Homeless Outreach

Going where the homeless are to make contact with them whether it is in the streets, deep in the woods, or under a bridge. Notifying the homeless of who the HOT members are and the services they can provide.

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# 341

Housed

One of the primary goals of the Homeless Outreach Team is to house the chronic homeless. HOT collaborates with several organizations to obtain housing for the homeless. HOT housed 341 individuals in 2016.

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# 746

Identification Letters

One of the problems of the homeless is the lack of identification, either by theft or loss. It is difficult to receive services without identification. HOT worked with the Texas Department of Public Safety and developed a process for obtaining replacement identification for the homeless. The identification letters have helped many of the homeless get housing, employment, medical care, substance abuse treatment, and other benefits and services.



# 3 CRT





# Crisis Intervention



# Response Team

# 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 Harris Center for Mental Health and IDD. The officer and clinician attend roll-call together and ride together in a patrol car. CIRT is our highest level response to individuals in a serious mental health crisis. CIRT units ride citywide with the sole responsibility of responding to CIT calls. 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
- Conduct jail assessments
- Handle the most serious CIT calls

## Number of Units

Houston has 12 full-time units. To our knowledge, Houston has the largest co-responder program, with an officer and clinician riding together as partners, of any single police department in the nation.

# 2016 Statistics

5,486

Calls for service

CIRT answers the most serious calls involving individuals in serious mental health crises. They also assist patrol officers with difficult and/or dangerous situations.

682

On-view investigations

These are self-initiated investigations involving individuals in a serious mental health crisis.

1,920

Emergency detentions

Texas peace officers are the only people in the state with the authority to take a person for a psychiatric evaluation, involuntarily, if the officer believes the person is mentally ill and poses a significant risk of serious harm to self or others. This is referred to as an emergency detention.

2,575

Incident reports/supplements

Incident reports are made for each call a CIRT unit makes and when a unit makes an on-view investigation. Supplements are made to original incident reports when officers respond to individuals repeatedly during a calendar year.

# 108

## Jail assessments

When prisoners in Houston Police Department jails exhibit mental health problems, a CIRT unit will go to the jail, if available, to assess the prisoner. If it is determined the prisoner is in a serious mental health crisis, the prisoner will be transferred to the Harris County Jail. Harris County has a forensic psychiatric unit inside the jail and can address the prisoner's mental health problem.

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# 127

## Referral follow-ups

CIRT receives proactive assignments. Examples include letters written to city council members, the mayor, or the police chief by individuals with mental health problems. The letters may be threatening in nature. CIRT units may visit the individual and make an assessment on the person's condition. Follow-up visits are made to continue to assess the individual's condition.

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# 8

## SWAT scenes

CIRT units go by SWAT calls when available. The Los Angeles Police Department conducted a study and found that 71% of their SWAT calls involved a person with a mental health problem. In 37% of the calls studied, the suspect was armed and suicidal. An additional 34% of the calls studied involved a person with a diagnosed mental disorder.

# CIRT Unit of the Year

**Senior Police Officer Stephen Augustine** is a 22-year veteran of the Houston Police Department and has been a part of the Mental Health Division for eight years. He has been one of the most productive and dependable CIRT officers during his eight years in the Mental Health Division. He was awarded the CIRT Officer of the Month award twice in 2016. During his career, Officer Augustine has received 15 supervisor commendations, 2 employee commendations, a life saving award, 3 chief of police commendations and 11 citizen commendations.



**Joseph A. McDaniel III, PhD, NCC, LSOTP-S, LPC-S**, has been involved in the field of psychology for over 22 years. He has served as a clinical research associate, adjunct professor of psychology, professor of physical & behavioral sciences, adjunct professor of biology and mental health, and psychotherapist. His education includes a B.S. in Nursing, B.A. in Social Science, M.A. in Counseling, M.A. in Behavioral Science, and a PhD in Clinical Psychology. Dr. McDaniel has worked as a CIRT clinician for the past three years.



The following are the impressive stats for Officer Augustine and Dr. McDaniel for 2016.

561

Calls for service

11

Jail assessments

94

On-view investigations

190

Emergency detentions

## **Call Responded to by Officer Augustine and Dr. McDaniel: Suicidal 13-Year-Old Female**

A 13-year-old seventh-grader was observed by two other students attempting to jump off the third floor stairwell of her school. Officer Augustine and Dr. McDaniel responded. They assessed the girl and learned she had a long history of depression associated with the drug addiction of both of her parents, her mother's prostitution, and a lack of parental support. The girl also stated she was not very social and was concerned about not being accepted in society. The teenager displayed classic symptoms of depression and anxiety and had suicidal ideation. Officer Augustine and Dr. McDaniel transported the girl to the NeuroPsychiatric Center for further assessment and contacted Children's Protective Services. Officer Augustine completed the emergency detention paperwork.

## **Call Responded to by CIRT Unit: 47-Year-Old Veteran Experiencing Psychosis**

A 47-year-old male called 9-1-1 to report evidence he had in regard to a family who was spying on him and his wife. The consumer went on to state a group of men were having sex with his wife against her will and that the men were able to make themselves invisible. The consumer had a plastic tackle box covered in duct tape. He stated he was able to catch one of the invisible men and had tethered him to the tackle box. The consumer further stated he had parasites on his tongue and gums, and marks on his arms inflicted by the invisible men.

The CIRT officer and clinician spoke with the consumer's wife who had no insight into her husband's condition/illness stating, "He's always like this." She stated he was not on any medication.

The assessment of the clinician found the consumer to be highly delusional, experiencing both auditory and visual hallucinations. He had poor judgement, no insight into his illness, and was very paranoid and suspicious. The consumer is a veteran of the United States Armed Forces and served in combat in Desert Storm. He was brought to the Veterans Administration Hospital on an emergency detention.

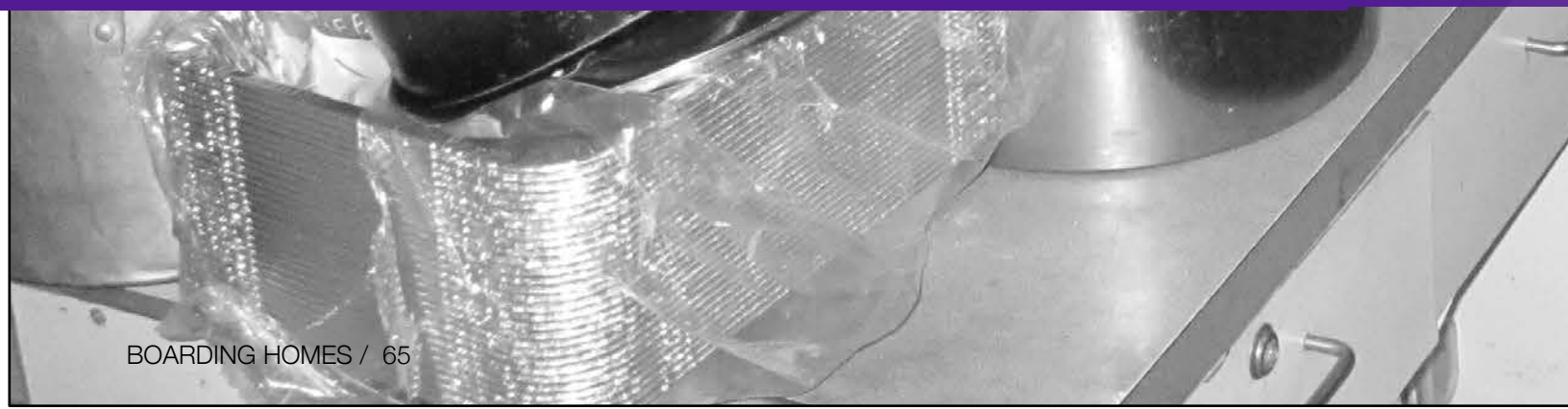
## **Call Responded to by CIRT Unit: Texan Repatriating from Kenya and Ethiopia**

CIRT responded to a consumer at George Bush Intercontinental Airport who had flown in from Kenya. He was a resident of Texas who flew to Kenya eight months ago to meet a woman he met through online dating. He told the CIRT unit his psychiatric medication was seized at the airport in Kenya because he did not have a written prescription with him. He started to drink four beers per day which progressed to 16 per day. He stated he started drinking because he felt "broken hearted" and depressed. He felt lonely as the relationship with the woman in Kenya did not work out as hoped. He was robbed multiple times in Kenya and suffered a head injury during one of the robberies. After the head injury, he stopped drinking alcohol and started experiencing confusion, disorientation, hallucinations, and a belief that people were staring at and talking about him. He further stated he experienced sleep paralysis, fever, anxiety and stated his "reality split," explaining he could no longer decipher what was real and what was not real. A friend told him to go to the United States Embassy for help.

With help from the embassy, he was admitted to a psychiatric hospital in Ethiopia. He was prescribed medication while in the hospital there and stated he felt much better and was not experiencing any psychiatric symptoms. The consumer was repatriating and had a referral to Bluebonnet Mental Health and Mental Retardation in Austin. CIRT was called to assess him and to help him with his connecting flight to Austin.




# 4 Boarding





# Homes

A portrait of Police Officer Vincent Johnson, a Black man with glasses, wearing a dark blue Houston Police uniform. He is standing in front of a window with horizontal blinds. His uniform features a Houston Police patch on the right shoulder, a name tag that reads "VINCENT", and several commendation pins on his left chest, including one for "POLICE INSTRUCTOR", "OFFICIAL RESERVE", and "POSITIVE INTERACTION PROGRAM".

Police Officer  
Vincent Johnson

# Boarding



Police Officer  
Jason Llorente

# Homes

# Boarding Homes Enforcement Detail

The City of Houston's boarding home ordinance was passed by Houston's City Council in 2013 to protect consumers from abuse and neglect in boarding homes in the city. Consumers pay to live in boarding homes that provide services including light house work, meal preparation, and assistance with medications. The Boarding Homes Enforcement Detail (BHED) enforces the ordinance and ensures consumers are living in safe and comfortable conditions. The detail conducts random site visits and inspects the homes in the city limits. Boarding home owners who refuse to comply with the ordinance are subject to citations and arrest.

BHED has great working relationships with outside state agencies including Adult Protective Services (APS), the Department of Aging and Disability Services (DADS), and units inside the Houston Police Department such as the Differential Response Team. All of these tools allow BHED to enforce the boarding home ordinance and to protect those who are housed in them.

An example of their work is a referral Officer Jason Llorente of BHED received from APS in regards to a boarding home on Dewalt Street in north Houston. Officer Llorente determined the location was a boarding home with three residents. The home was not registered. According to APS, the home did not have running water and had city code violations visible from the exterior. During his initial investigation, Officer Llorente learned the owner of this home operated another home in southeast Houston. Officer Llorente contacted the owner and informed her that he, Officer Llorente, would be coming by to conduct an investigation. She stated she would not allow it and informed her manager not to let the officer inside.

Officer Llorente went to the location and confirmed the report by APS. Llorente met with the manager who did not allow him to enter the home per the owner's instructions. Officer Llorente wrote and mailed the owner the following citations:

- Operate a boarding home without registering with the City of Houston
- Failed to post boarding home registration certificate
- Boarding home failed to provide access to books
- Failure to permit access to boarding home facility

Due to the condition of the home, Officer Llorente contacted North Command's Differential Response Team (DRT). They conducted an investigation and discovered the location was receiving electricity from the grid without a meter, which is a criminal offense.

In the course of the investigation, the owner was charged with felony criminal mischief: impeding or interrupting public services less than \$20,000.

During a follow-up investigation, Officer Llorente wrote the following citations to the manager and the owner of the home:

- Operate a boarding home without registering with the City of Houston
- Fail to post boarding home registration certificate
- Boarding home failed to maintain records sufficient to verify information provided per section 28-454
- Owner or operator of boarding home failed to notify director of criminal activity
- Boarding home failed to provide access to books
- Owner or operator of boarding home failed to maintain proof of emergency exit training
- Owner or operator of boarding home failed to maintain documentation of evacuation plan training
- Failure to permit access to boarding home facility
- Owner or operator of boarding home failed to supply first aid supplies
- Supply false information concerning a boarding home

Working with DRT, Officer Llorente was able to close the home and move the three residents to another location.

# 2016 Statistics

## 213

Boarding homes in Houston

The Houston/Harris County area has one of the highest numbers of boarding homes in the state. Houston has hosted visiting law enforcement agencies from across the nation. In talking with these visitors, regulating boarding homes is an issue in their agencies also.

## 139

Boarding homes registered

There are boarding homes that are supposed to register with the city that do not. The number of these homes is unknown. When the Boarding Homes Enforcement Detail locates a boarding home that should be registered, they take steps to ensure compliance with the city ordinance.

## 448

Site visits

Visiting boarding homes is one of the primary duties of the Boarding Homes Enforcement Detail. This is how they learn of the condition of the home and determine if any violations exist.

# 333

Citations issued

Citations are the primary tool for ensuring boarding homes comply with Houston's city ordinance and for addressing health and safety concerns.

# 757

Warnings issued

Warnings are issued before citations. If a boarding home is in violation, a warning will be issued. The home has a seven-day grace period to fix/address the problem. A member of the Boarding Homes Enforcement Detail will return after the seven-day grace period. If the problem is still not fixed a citation will then be issued.

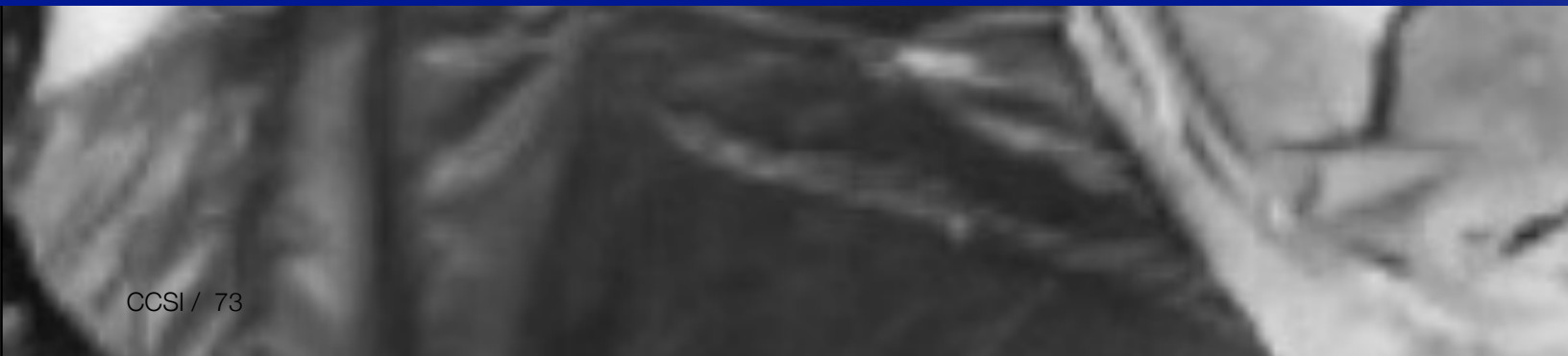
# 195

Inspections

Inspections cover many areas: the number of residents in the home, if any of the residents have mental illness, if services are provided, if the home is certified by the state, if the home has a registration certificate posted, if the home provides access to their books, if the home has a written fire and evacuation plan, if the residents know the emergency exits, if the facility has the evacuation plan posted, if the home has first aid supplies, etc.



# 5 CCSI







# CCSI Program



# Chronic Consumer Stabilization Initiative

The Chronic Consumer Stabilization Initiative (CCSI) is Houston's proactive program designed to keep the most chronic consumers out of crisis. In 2014, the program expanded from 50 consumers on the program to 67 and from four case managers to six. A Violent Consumer Initiative (VCI) was implemented for those consumers who had one or more violent episodes involving the police or who had made attempts or threats to carry out a mass shooting or who planned to harm another person.

As with criminal activity, a small percentage of individuals with mental illness account for the majority of police calls for service. These are the individuals who continually go into serious mental health crisis requiring repeated police intervention. Rather than continuing this reactionary cycle, CCSI attempts to break the cycle and keep the person out of crisis by addressing the causal factors of these crises.

Case managers from The Harris Center for Mental Health and IDD access outpatient mental health treatment, housing, primary health care, substance abuse treatment, social security benefits, and address other issues/needs of the consumers assigned to them. The case managers work closely with the NeuroPsychiatric Center, Mobile

Crisis Outreach Team, Crisis Stabilization Unit, Crisis Residential Unit, the Harris Center Helpline, the Harris Health System, and the Houston Police Department

The program won the prestigious International Association of Chiefs of Police (IACP) Community Policing Award in 2010, was a Finalist for the Herman Goldstein Award for Excellence in Problem-Oriented Policing in 2010 and received the IACP Michael Shanahan Award in 2015 for outstanding achievement in the development and implementation of public/private cooperation in public safety.

The program is supervised on the Houston Police Department side by Sergeant Angelica Sanchez and coordinated by Police Officer Leon Moulton. On The Harris Center side, Cherie Steinberg is the program director, Amber Honsinger is the clinical team leader, and there are six care coordinators, one psychiatric technician, and one administrative assistant.

# **WINNER**

International Association of Chiefs of Police  
Community Policing Award  
(2010)

# **FINALIST**

Herman Goldstein Award for Excellence in Problem-  
Oriented Policing  
(2010)

# **WINNER**

Michael Shanahan Award for outstanding  
achievement in the development and implementation  
of public/private cooperation in public safety  
(2015)

# CCSI Client Success

Activity	1 Year Prior to CCSI Program
NeuroPsychiatric Center Bed Days	301
Harris County Psychiatric Center Bed Days	81
HPD Incidents	362

## CCSI Client Cost

Activity	1 Year Prior to CCSI Program	Cost
NeuroPsychiatric Center Bed Days	301	\$258,860
Harris County Psychiatric Center Bed Days	81	\$41,553
HPD Incidents	362	\$53,576
TOTAL SAVINGS		

## Cost

Item	
NeuroPsychiatric Center	
Harris County Psychiatric Center	
HPD Incidents (assumes a 1.5 hour average CIT call clearance, \$49.20 hourly rate and two officers dispatched)	

NOTE: Charts only include CCSI clients working with CCSI more than six mo

# Rates 2016

< 1 to 1 Year on CCSI Program	% Difference
139	54%
39	52%
192	47%

# Savings 2016

< 1 to 1 Year on CCSI Program	Cost	Difference
139	\$119,540	\$139,320
39	\$20,007	\$21,546
192	\$28,416	\$25,160
		\$186,026

# Table

Cost	Unit
\$860	Per day
\$513	Per Day
\$148	Per Incident/Response

nths



# Pillars of MHD



Retire



# Senior Police Officer Doug Anders

Senior Police Officer (SPO) Doug Anders retired with over 35 years of service, graduating in cadet class 96. He worked as a patrol officer for over 13 years at the Northwest Substation where he also served as a field training officer. He diligently took on new projects and assignments and became the training and vehicle coordinator for the entire Northwest substation. He laterally moved to the Spring Branch Store Front where he went through Differential Response Team (DRT) training.

Due to his passion and drive to accomplish "the mission," SPO Anders was transferred to Executive Assistant Chief Timothy Oettmeier's office in 2008 where he was instrumental in helping to develop several crime prevention initiatives that helped to improve working relationships between the Houston Police Department and the public. He developed the Blue Star Program, Apartment Enforcement Unit, and a training program for apartment managers to address crime issues in multi-family communities throughout Houston. He organized the training of officers in the Crime Prevention Through Environmental Design Program, a challenging initiative as it required a strong working relationship with the apartment industry and community stakeholders, a concept that was unheard of at the time. These initiatives are still in effect today and serve as a testament of SPO Anders' vision and dedication.

Doug's expertise, knowledge, and passion for the community were noticed by Mayor Bill White who, in 2008, asked for Doug to be assigned to work under his administration in the Public Works Department. Doug helped develop and author the Apartment Security Ordinance and Apartment Inspection Ordinance, as well as the Department of Public Works and Engineering Apartment Inspection Program. These ordinances were crucial in the continual development of a cooperative working relationship with the Houston Police Department and the public to address crime and disorder in multi-family communities.

SPO Anders was asked to work in the Mental Health Unit in 2010. Doug was asked to take his experience and expertise writing and passing city ordinances and work on developing the city's first-ever Boarding Homes Ordinance. At the time there were no regulations governing these residences. As a result, many disabled, elderly, and infirm residents were being exploited through criminal acts, fraud, and abuse. Many residents were living in deplorable conditions. The historic ordinance was passed in 2013. Officer Anders collaborated with leaders and practitioners at the local, state and national levels to accomplish this. Some of the entities Officer Anders worked with included Adult Protective Services, Department of Aging and Disability Services, Texas A&M University, Houston City Council, and Disability Right Texas. Houston's Boarding Home Ordinance serves as a model for other localities across the state and nation.

SPO Anders also developed training on Alzheimers disease and earned the distinct honor of being certified through the International Association of Chiefs of Police (IACP) as a national trainer on the illness. He has traveled across the nation providing this training for the IACP.

In 2015, Doug was named Special Projects Coordinator of the Houston Police Department Mental Health Division where he helped develop and implement the Crisis Call Diversion Program and Senior Justice Assessment Center. Officer Anders' commitment and innovation for over 35 years helped put the Houston Police Department on the leading edge of policing and had helped improve the lives of countless citizens and law enforcement personnel.

# Senior Police Officer

Senior Police Officer (SPO) Frank Webb is a 36-year veteran of the Houston Police Department (HPD). For the past twenty-six years he worked in the field of crisis intervention, which trains police officers to more appropriately and humanely respond to incidents involving individuals in mental health crises. This mission has grown in significance in the Houston Police Department. In fact, SPO Webb has been critical in the development and success of the program from its origins as a Crisis Intervention Team (CIT) to the development of the Mental Health Unit to becoming what is now the Mental Health Division.

The mission of the Mental Health Division is to provide a professional, safe and humane response to individuals with mental health problems and to the homeless population in Houston. SPO Webb has made that possible because of his passion for the mental health cause and his collaborative effort to bring together the resources of social services and nonprofit organizations to work cohesively to achieve this common goal.



Prior to SPO Webb's contributions to CIT, most officers had no training regarding the different mental disorders or the tactics and techniques that were proven to help de-escalate a situation involving an individual in serious mental health crisis. With the implementation of Houston's crisis intervention training program, spearheaded by SPO Webb, personnel are now better trained and more knowledgeable in handling these incidents. In the beginning, SPO Webb worked with Dr. Steven Schnee, Executive Director of The Harris Center for Mental Health and IDD to author HPD's first eight-hour class titled "Dealing with the Mentally Ill." This training not only provided an understanding of what mental illness is, but also gave officers effective tools to safely respond to these types of situations using verbal de-escalation techniques.

SPO Webb is also largely responsible for the significant, positive community collaborations with groups such as the National Alliance on Mental Illness (NAMI) and Mental Health America (MHA). SPO Webb assisted Dr. Schnee in the development and implementation of the NeuroPsychiatric Center (NPC), which has had a profound impact on HPD's operations and our service to the public. The establishment of the NPC streamlined procedures for completing the emergency detention of a person in serious mental health crisis. Prior to the NPC, this process was daunting and time consuming taking law enforcement officers several hours to complete. Since the opening of the NPC, this process takes an average of 30 minutes to complete. These streamlined procedures have saved officers countless hours and have resulted in better care for mental health consumers in Houston/Harris County.

SPO Webb is known throughout the state and nation for his work in crisis intervention. He served as the Discipline Chair for the Texas Commission on Law Enforcement committee that developed the original CIT program for the Texas Basic Peace Officers' Curriculum, and was selected to teach all Texas police chiefs a

# Officer Frank Webb

state-mandated 16-hour crisis intervention/de-escalation class through the Law Enforcement Management Institute of Texas at Sam Houston State University.

Because of SPO Webb's extensive work in the area of CIT Training, the Houston Police Department has become a national leader in providing this training to other law enforcement agencies across the state and nation. The Houston Police Department was selected by the United States Council of State Governments (CSG) as one of six police departments nationwide to be a learning site for specialized police responses to the mentally ill. Since the selection by the CSG in 2010, SPO Webb and his training partner, Officer Rebecca Skillern, have trained over 2,000 law enforcement personnel, representing a multitude of law enforcement agencies both in Texas and across the nation.

With the Houston Police Department, they have trained over 2,400 HPD officers in the 40-hour Mental Health Peace Officer course. As a result of their efforts within HPD, the department has a CIT officer responding to over 60% of mental health related calls for service. SPO Webb has played the primary role in providing annual CIT update classes to HPD officers.

A reflection of his dedication to the mental health cause is a guide titled *Responding to the Mentally Ill: A Guide for Texas Peace Officers* developed by SPO Webb and distributed to law enforcement and behavioral health personnel across the state. Frank is also responsible for developing the Mental Health Division's annual report, publishing the division's quarterly newsletter, maintaining the divisional website, and he started and coordinates a CIT Officer of the Quarter Award in conjunction with NAMI Greater Houston.

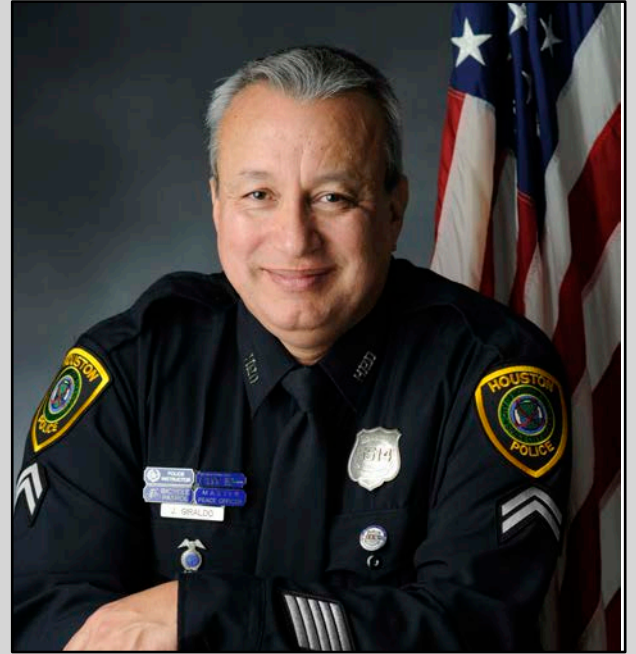
SPO Webb has received forty eight (48) citizen commendations, thirty two (32) supervisor commendations, two (2) written employee commendations, seven (7) chief of police commendations, three (3) mayoral commendations, fifteen (15) commendations from other law enforcement agency supervisors and/or outside community agencies. In 1987, Frank received the 100 Club of Houston Officer of the Year award. In 1997, he received the Helen Farabee Community Leadership Award and the Texas Alliance on Mental Illness Support Advocacy Award. Frank was recognized as HPD's Officer of the Year in 2000. In 2005, he received the Professional Achievement Award from the Texas Commission on Law Enforcement (TCOLE) and the Sam Cochran Compassion in Law Enforcement Award. In 2010, Frank received HPD's Instructor of the Year award and in 2015 he received the Texas CIT Award of Excellence, the HPD Lifetime Achievement award, and the Professional Achievement Award from TCOLE.

It is evident that Senior Police Officer Frank Webb has great dedication and concern for both the law enforcement community and the citizens we serve. His impact has been profound. The Houston Police Department is proud to express its gratitude for his 36 years of dedication and service.

# Senior Police Offi

Senior Police Officer (SPO) Jaime Giraldo began his career with the Houston Police Department on February 5, 1990, as a member of Cadet Class CMC2. Throughout his career, he has exhibited a professional demeanor and dedication and compassion for others which has led him to be a much sought after leader in the community.

During his assignment with the City's Marshal Division, SPO Giraldo was a member of the Honor Guard and represented the city in events such as the Rodeo Parade, Mardi Gras in Galveston, and funerals. He joined the Special Response Group (SRG) and became a member of the Crowd Disbursement "Hard Team" and enjoyed it so much he decided to become an instructor within the unit. He trained all new members of SRG and the members of the "Hard Team" in chemical munitions, crowd disbursement, and techniques and material related to their mission. As he participated in these assignments he was always the epitome of professionalism and encouraged officers to do their very best.



When SPO Giraldo was assigned to the HPD Special Operations Division, he started a once-a-month outreach at the South Central Division to help establish a network for working with the homeless community. It was during this assignment that he worked with Sergeant Stephen Wick and helped save a woman from jumping off the 28th story ledge of the Niels-Esperson building in downtown Houston. While Sergeant Wick spoke with the woman, SPO Giraldo took control of the scene and was instrumental in creating a safe environment for all involved. Working as a team, Sergeant Wick and SPO Giraldo talked the woman safely off the ledge.

Throughout his career, SPO Giraldo has been dedicated and devoted to the well-being of the citizens of Houston. That dedication and devotion led him to the Mental Health Division working with the Homeless Outreach Team (HOT). Motivated by the outreach work he began at South Central, he facilitated the creation and development of HOT in 2010, the first program of its kind in the Houston Police Department (HPD). Houston's HOT is a model of community policing, forming collaborative partnerships between HPD and individuals and organizations to develop solutions to problems within the homeless community.

SPO Giraldo started his work with HOT by attending meetings and events focused on the homeless and examining barriers that keep the homeless on the streets. Jaime developed relationships with various organizations that led to the development of the Homeless Provider Network. This network is essential in helping the team obtain the necessary services needed to help the homeless. To track their activity and success, he also developed work cards and a tracking system, and the data is used daily by supervisors for monthly reports.

# cer Jaime Giraldo

Over the years, Jaime also developed relationships with philanthropic organizations such as the Frees, Simmons, and Herzstein foundations; One Voice Texas; Funders Together to end Homelessness; and the Houston Police Foundation. These organizations have collectively donated over \$250,000 for the purchase of the following specialty vehicles for HOT: two wheelchair lift vans, three passenger vans, a pickup truck, a mule ATV, and a trailer. These vehicles allow the team to access heavily wooded and hard to reach camps, as well as assist in transporting homeless individuals with discretion and dignity.

SPO Giraldo has also developed a relationship with Harris Health and works with their mobile clinic to help the homeless beyond the Houston Police Department. Jaime works with and is a board member of Hope Impacts, a homeless outreach ministry in Katy, Texas. In this setting, Jaime played an intricate role in getting 32 people in Katy off the streets in the last two-and-one-half years. Through Jaime's efforts, the Harris Health van is now going to Katy once a month to help with the medical needs of the homeless.

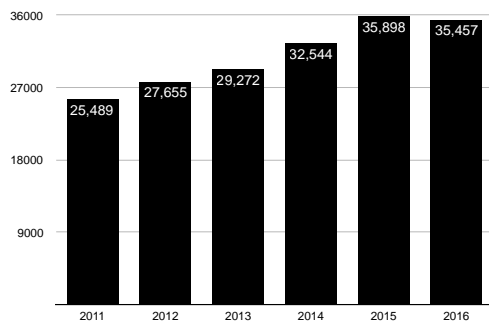
One of the additional primary problems of the homeless is the lack of identification, either by theft or loss, and it is difficult to receive services without identification. SPO Giraldo helped develop a HOT Homeless Identification Letter that has helped hundreds of the homeless obtain employment, medical care, substance abuse treatment, mental health treatment, housing, and other benefits through the establishment of their identity. Houston's HOT assists an average of 80 individuals per month to re-establish identification. The letter is accepted as a Texas Department of Public Safety supporting document and is accepted by most service providers.

Thinking back and prior to Jaime's involvement in homeless outreach and the development of HOT, the Houston Police Department's only response to homelessness was to arrest a homeless person once a crime was committed. Since the development of the the Homeless Outreach Team, over 1,000 former homeless individuals have been housed. Many of these individuals are now employed; many have re-connected with families; and many are living full, safe, and productive lives.

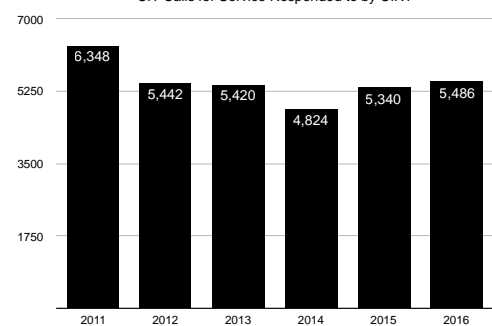
SPO Giraldo has truly found his passion in life. He has made a profound impact on the lives of those who could not help themselves. He has trained hundreds of police officers, cadets, and outside law enforcement personnel on the homeless outreach concept. He has changed the synergy between the homeless community, law enforcement, and service providers as reflected in the many commendations he has received throughout his career with the Houston Police Department. SPO Giraldo is a leader in the community, a champion of the homeless, and exemplifies the highest standards of service to the Houston Police Department and the City of Houston. The Houston Police Department is proud to express its gratitude for his 27 years of dedication and service.

# 6 Statistics

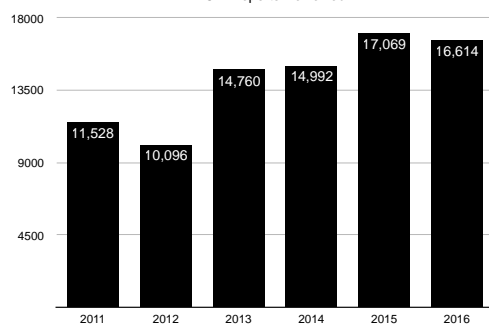
CIT Calls for Service



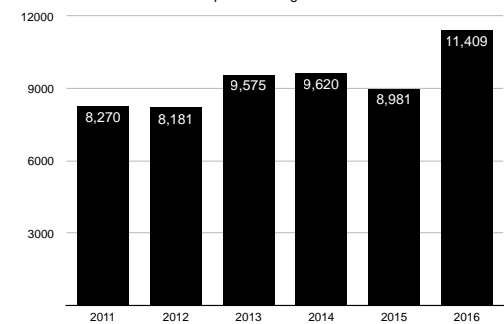
CIT Calls for Service Responded to by CIRT



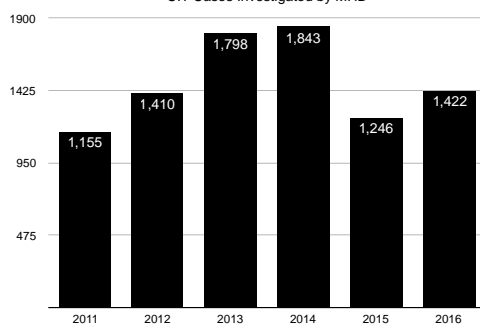
CIT Reports Reviewed



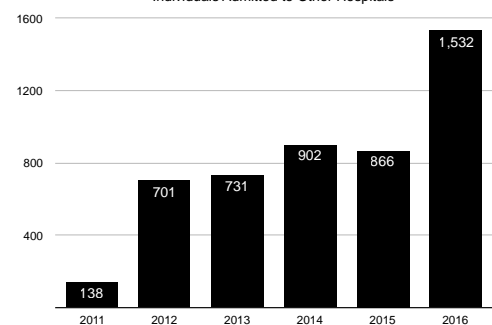
CIT Reports Catalogued in Database

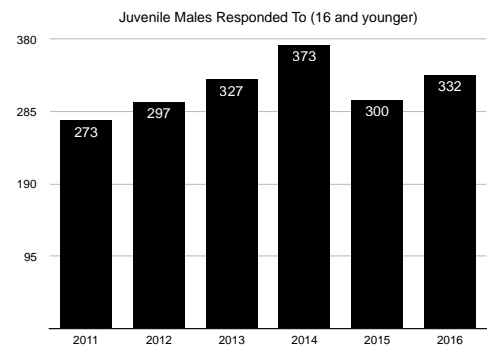
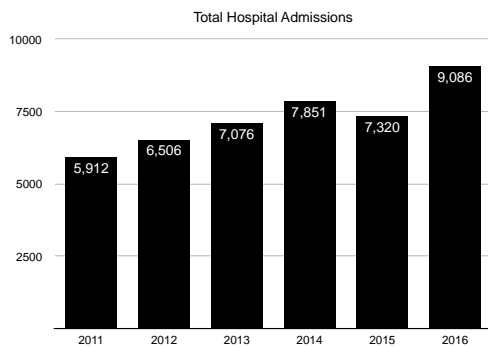
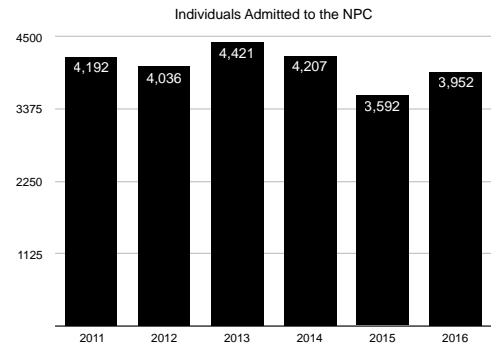
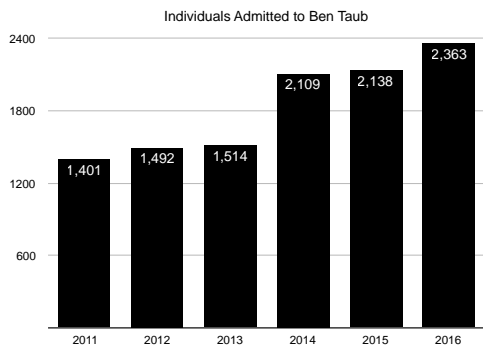
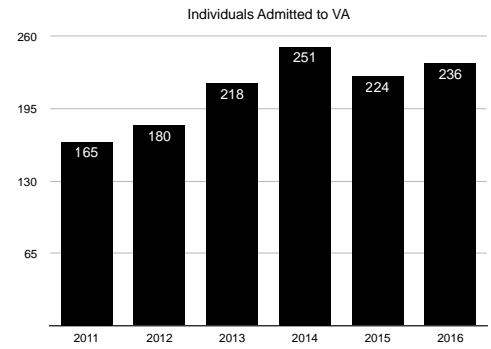
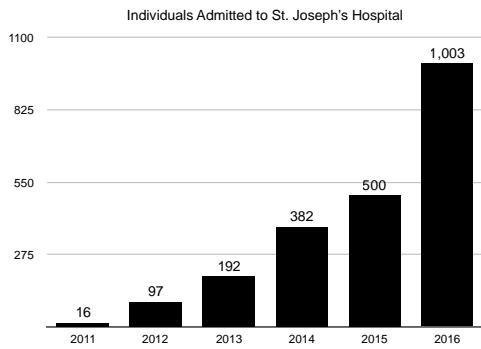


CIT Cases Investigated by MHD

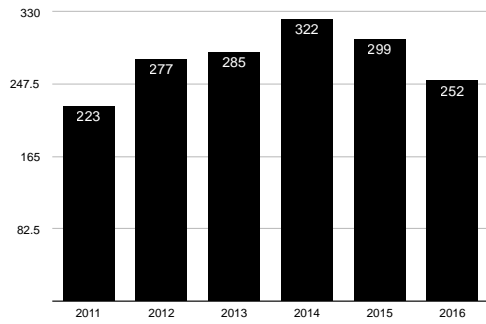


Individuals Admitted to Other Hospitals

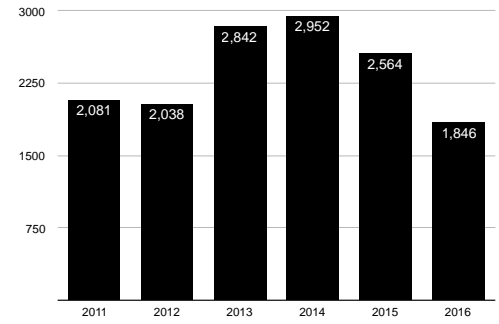




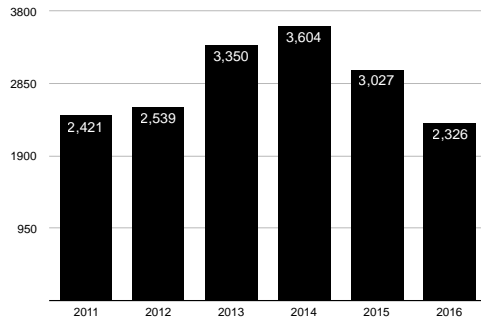
Juvenile Females Responded To (16 and younger)



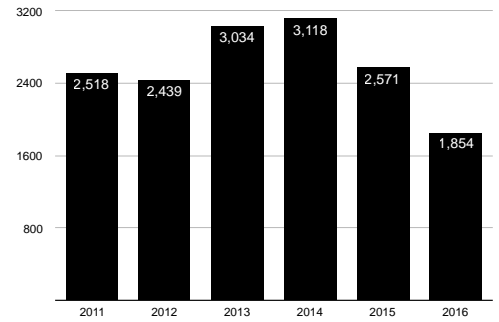
Individuals Responded to With Schizophrenia



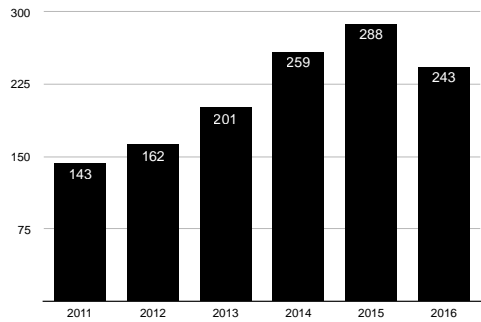
Individuals Responded to With Bi-Polar Disorder



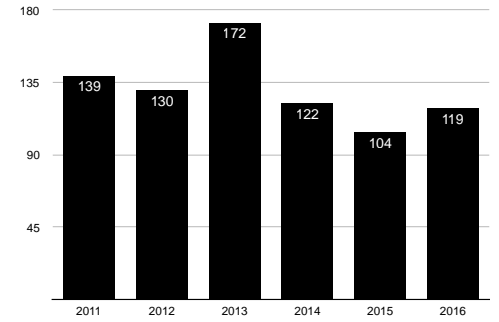
Individuals Responded to With Major Depression



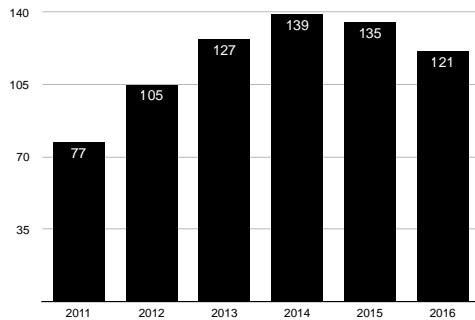
Individuals Responded to With PTSD



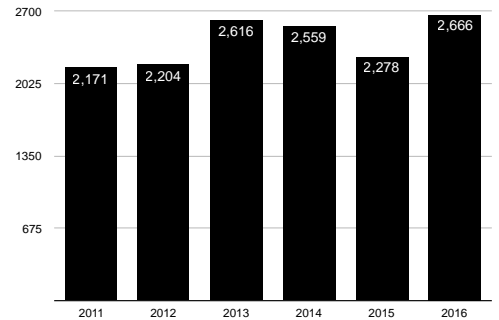
Individuals Responded to With Dementia

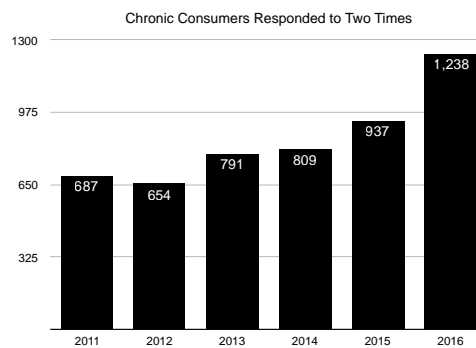
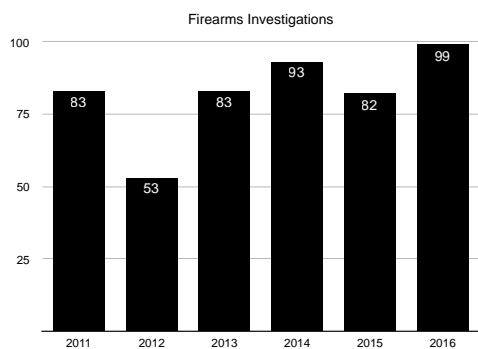
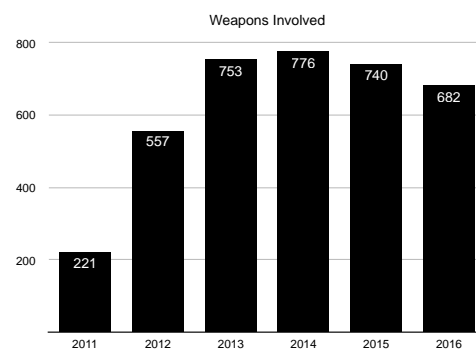
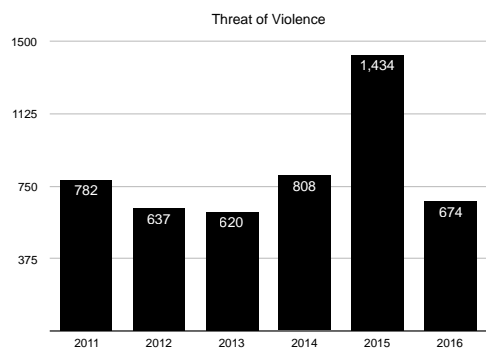
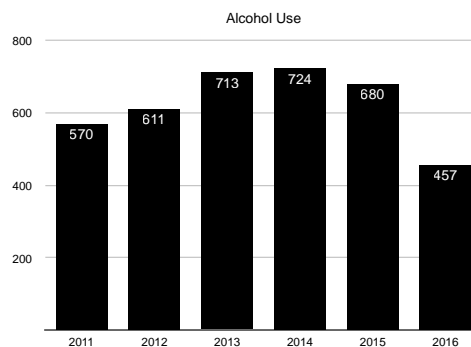
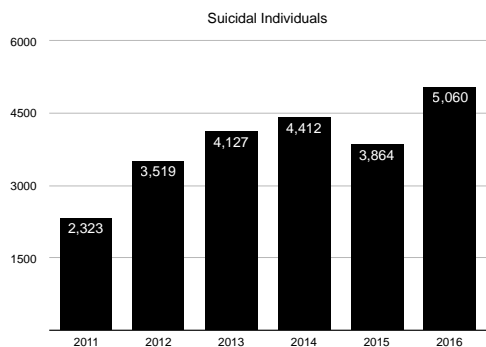
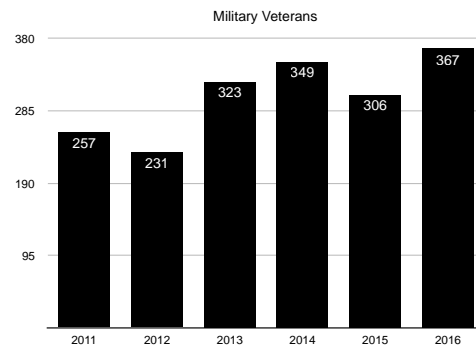
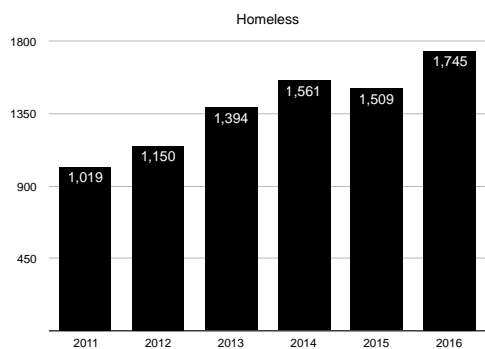


Individuals Requesting Suicide-by-Cop

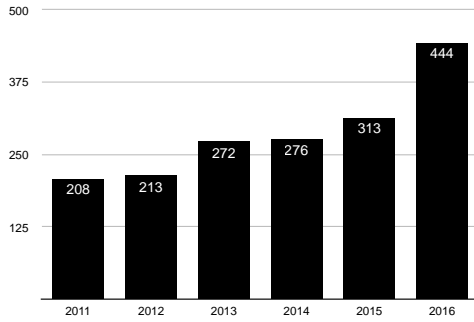


Individuals Off Their Medications

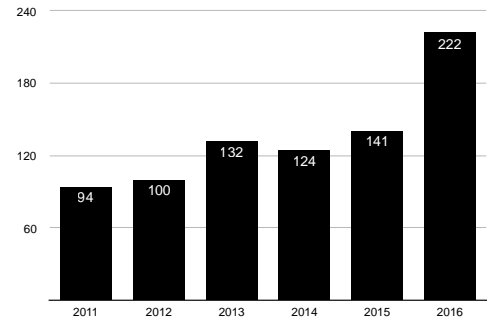




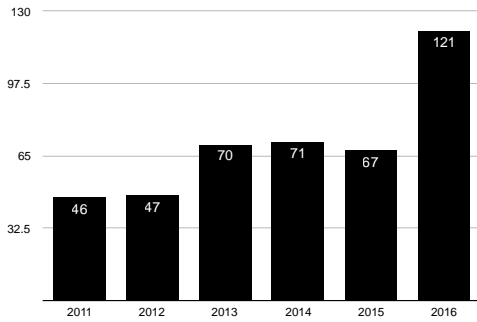
Chronic Consumers Responded to Three Times



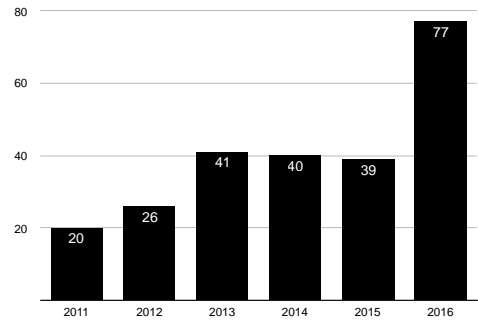
Chronic Consumers Responded to Four Times



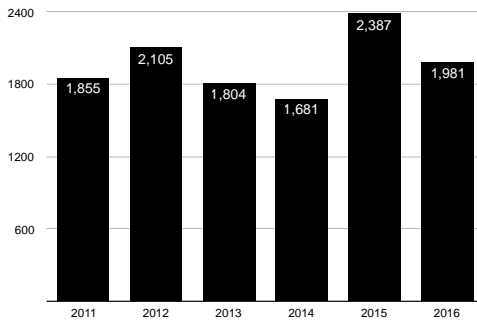
Chronic Consumers Responded to Five Times



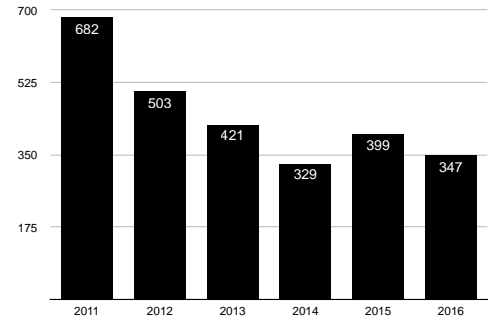
Chronic Consumers Responded to Six Times



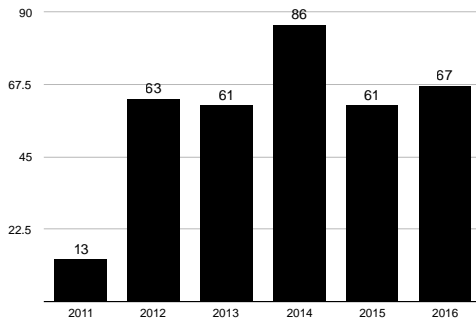
Jail Diversions - Department wide



Jail Diversions - CIRT



Aggravated Assaults Deadly Weapon



Arson

