



# STRATEGIC PLAN

FY 2021-2026

HOUSTON POLICE DEPARTMENT

# ☆☆ LETTER FROM CHIEF OF POLICE ☆☆

*I am pleased to introduce the Houston Police Department's 2021-2026 Strategic Plan. The strategies detailed in this Plan will set our vision for a stronger, more effective, and more transparent HPD. This document provides organizational goals supported by key strategies that will drive us into the next chapter of our Department's future.*

*The Strategic Plan is intended to provide you with a better understanding of how our department will move forward. We want to be a transparent organization; I believe that transparency will help us to build trust and respect with you, the public we serve. Trust is critical if we are to work together to keep this city safe, and we cannot be successful without community support.*

*This plan is a flexible document that will serve as a guide to our future efforts. As we implement this plan, we will continuously measure progress and evaluate outcomes to ensure we are meeting our goals.*

*The men and women of HPD—both classified and civilian support staff—come to work each day to help make Houston a safe place for people to live, work, learn, worship, visit and play. Our mission is clear: to enhance the quality of life in the city of Houston by working cooperatively with the public to prevent crime, enforce the law, preserve the peace, and provide a safe environment.*



**Troy Finner**

Chief of Police, Houston Police Department

# EXECUTIVE SUMMARY

The Strategic Plan lays out robust objectives that will move HPD forward to becoming a stronger, more effective and more transparent Department. The Strategic Plan evaluates where HPD is today, and where it plans to go in order for HPD to continue to move forward. The Strategic Plan is focused on the following core strategies:

- **Public Safety**
- **Community Trust**
- **Professional Development**
- **Operational Excellence**
- **Productivity**

This Plan is designed to provide HPD members and the City we serve a shared vision and roadmap for our future.

As an organization, we want to continue to be **Transparent**, **Respecting** our citizens, **Engaging** our community, build **Emotional Capital**, be **Accountable**, and build **Trust**.

As we implement this plan, we will continuously measure progress and evaluate outcomes to ensure we are meeting our goals.



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# HPD

## HONOR. INTEGRITY. RESPECT.

### Mission

The mission of the Houston Police Department is to enhance the quality of life in the city of Houston by working cooperatively with the public to prevent crime, enforce the law, preserve the peace, and provide a safe environment.

### Core Values

#### Preserve and Advance Democratic Values

We shall uphold this country's democratic values as embodied in the U.S. Constitution, state law, and city ordinances and shall dedicate ourselves to the preservation of liberty and justice for all.

#### Improve the Quality of Community Life

We shall strive to improve the quality of community life through the provision of superior and equitable services.

#### Improve the Quality of Work Life

We shall strive to improve the working environment for the department's employees by engaging in open and honest communication and demonstrating a genuine concern for one another.

#### Demonstrate Professionalism

We shall engage in behavior that is beyond ethical reproach and reflects the integrity of police professionals.

### Guiding Principles

Life and individual freedoms are sacred.

All persons should be treated fairly and equitably.

The role of the police is to resolve problems through the enforcement of laws - not through the imposition of judgement or punishment.

The neighborhood is the basic segment of the community.

Because law enforcement and public safety reflect community wide concern, the police must actively seek the involvement of citizens in all aspects of policing.

A fundamental responsibility of the department's employees is to provide quality services to the citizens and residents of the city of Houston.

The department's employees are its most valuable asset.

Employee involvement in departmental activities is essential for maintaining a productive working environment.

Employees shall be treated fairly and equitably in recognition of basic human dignity and as a means of enriching their work life.

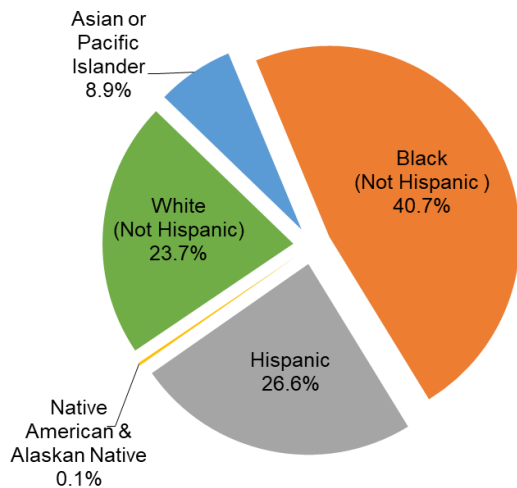
The Department and each of its commands, offices, and divisions shall strive to reflect the ethnic and cultural makeup of the community it serves.

# WHO WE ARE

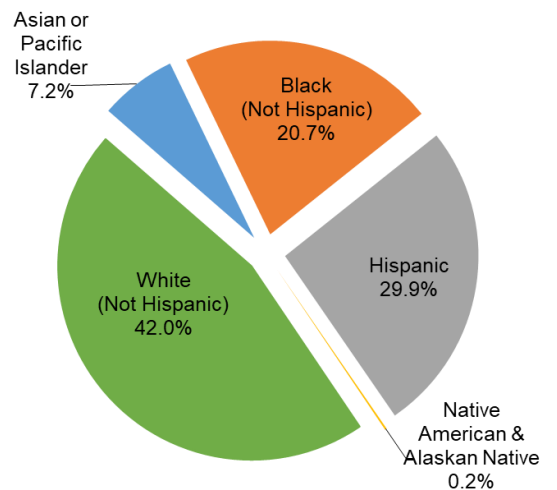
- ❑ Established 1841
- ❑ Largest Municipal Law Enforcement Agency in Texas
- ❑ Fifth Largest Police Department in the United States
- ❑ Total Staff: 6,218 — 5,175 Classified, 1,043 Civilian
- ❑ Area Served: 671 Square Miles
- ❑ City Population Served (Police District Areas Only): 2,320,268

## HPD BY GENDER AND RACE

**Civilian Workforce**

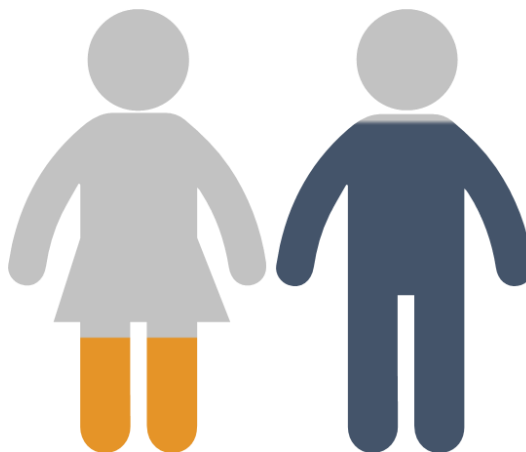
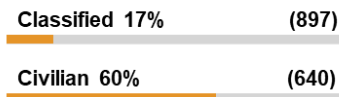


**Classified Workforce**



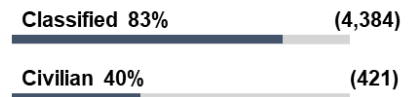
**24%  
Female**

The percent of the department composed of women.



**76%  
Male**

The percent of the department composed of men.



As of January 2020

# HPD AT A GLANCE

## CALLS FOR SERVICE

2019	2020
<b>1,082,782</b>	<b>1,088,794</b>

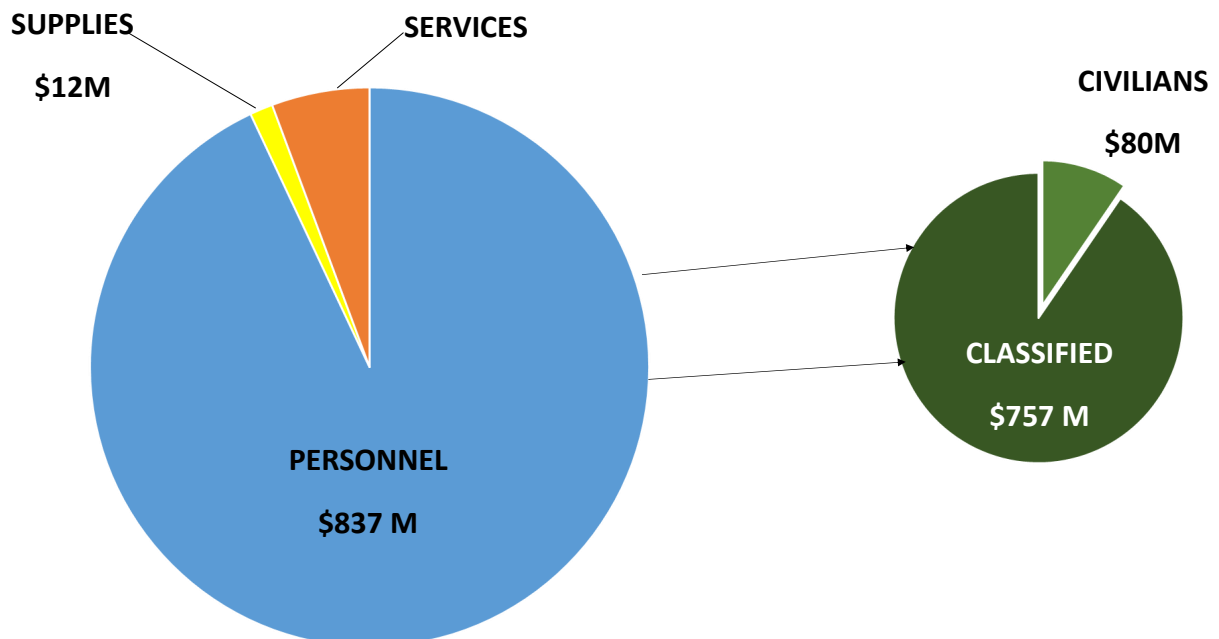
## RESPONSE TIMES

	2019	2020
Priority Code 1	<b>5.80</b>	<b>5.51</b>
Priority Code 2	<b>10.66</b>	<b>9.90</b>
Priority Code 3	<b>45.44</b>	<b>45.21</b>
Priority Code 4	<b>62.73</b>	<b>59.41</b>
Priority Code 5	<b>74.76</b>	<b>67.43</b>
WEIGHTED AVG.	<b>47.34</b>	<b>44.12</b>

## GUNS RECOVERED

2019	2020
<b>305</b>	<b>341</b>

## HPD FY20 GENERAL FUND BUDGET



# CORE STRATEGIES





# CORE STRATEGIES

## Enhance Public Safety and Security

Protect the City of Houston and its residents with proactive, focused crime fighting strategies by making Houston the safest city.

- Respond to Calls Expediently
- Reduce Violent Crime
- Improve Traffic Safety
- Conduct Effective Investigations and Improve Clearance Rates

## Maintain Public Confidence and Satisfaction Through Community Trust

Ensure HPD remains a trusted public sector organization that serves all Houstonians.

- Communicate Transparently Ensuring Fair Accountability
- Grow Victim Outreach by Fostering Cooperation and Collaboration
- Participate in Positive Non-enforcement Activities to Build Relationships
- Increase the Effectiveness of the Department's Outreach Efforts

## Increase Accountability to the Community Through Operational Excellence

Implement best business practices to ensure resources for efficient and effective service while ensuring that employees are held to the highest standards.

- Create a Strategic Technology Roadmap to Foster Long Term Sustainability
- Leverage Technology to Improve Performance
- Enhance Data-Driven Policing Capabilities
- Conduct Process Improvement Exercises

## Maintain or Increase Productivity

Align civilian and classified workforce with 21st Century Policing Strategies; while retaining and wisely investing limited public resources for efficient services.

- Increase Classified Staffing versus FY 2020 Average
- Improve the Quality of the Customer Experience through the use of Alternatives to Dispatched calls
- Examine Ways to Involve the Community in Recruiting to Increase Hiring
- Review and Update Policies and Procedures to Streamline Work Processes and Improve Workflow

## Increase Professionalism Through Professional Development

HPD remains the most professional law enforcement agency in the country by providing personnel with the training and support they need to be successful.

- Reinforce the Department's Core Values of Honor, Integrity, and Respect
- Develop Effective Leaders through Mentorships and Specialized Training
- Enhance Officer Safety through Scenario Based Training and De-escalation Training
- Prioritize Employee Wellness for a Healthy Workforce

# PROGRAM INITIATIVES

## Public Safety

**1A.** Respond to calls expeditiously

**1B.** Reduce Violent Crime

**1C.** Improve Traffic Safety

**1D.** Conduct effective investigations

## Community Transparency

**2A.** Communicate transparently

**2B.** Grow victim outreach

**2C.** Positive Non-enforcement activities

**2D.** Increase the effectiveness of department's outreach efforts

## Operational Excellence

**3A.** Create strategic technology roadmap

**3B.** Leverage technology

**3C.** Enhance data driven policing capabilities

**3D.** Conduct process improvement exercises

## Productivity

**4A.** Increase classified staffing

**4B.** Alternative to dispatched calls

**4C.** Examine ways to involve community

**4D.** Review and update policies

## Professional Development

**5A.** Core values

**5B.** Develop effective leaders

**5C.** Scenario based and de-escalation training

**5D.** Prioritize employee wellness





# PUBLIC SAFETY

Protect the City of Houston and its residents with proactive, focused crime fighting strategies by making Houston the safest city.



# PUBLIC SAFETY

## 1A. Respond to Calls Exeditiously

PUBLIC SAFETY INITIATIVES	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<b>1A.1</b> Continually update and review call codes and series of special instructions (SINS) questions to ensure accuracy and necessity.	Program of Work	Administrative Efficiency	Emergency Communication
<b>1A.2</b> Alternative Response Unit-expansion of the ARU provides a much needed relief to understaffed patrol divisions while providing quality service to citizens.	Program of Work	Patrol Efficiency	Emergency Communication

### Definition of Programs

FY 2022 Budget	Objective based budgeting for Fiscal Year
Houston Police Department FY 2021 Briefing Book	Book with objectives for the upcoming year
Mayor's Task Force Recommendation	Report with a list of recommendations proposed by member citizen groups dedicated to police reform
Program of Work	Quarterly document that tracks initiatives developed by divisions in Houston Police Department

# PUBLIC SAFETY

## 1B. Reduce Violent Crime

PUBLIC SAFETY INITIATIVES	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<p><b>1B.1</b> Assign officers to neighborhoods on a long term basis.</p>	<p>1-11. Mayor’s Task Force Recommendation</p>	<p>Patrol Efficiency</p>	<p>Field Operations</p>
<p><b>1B.2</b> In particularly high crime areas, police officers patrol units should include two uniformed officers.</p>	<p>3-14. Mayor’s Task Force Recommendation</p>	<p>Patrol Efficiency</p>	<p>Field Operations</p>
<p><b>1B.3</b> Initiatives Targeting High Crime Areas</p>	<p>Houston Police Department</p>	<p>Patrol Efficiency</p>	<p>Field Operations</p>
<p><b>1B.4</b> Sustain the department’s reputation as an engaged and cooperative law enforcement partner, using modern tools and technology for information sharing with local, state, and federal partners.</p>	<p>FY 2022 Budget</p>	<p>Technology Efficiency</p>	<p>City of Houston</p>

# PUBLIC SAFETY

## 1C. Improve Traffic Safety

PUBLIC SAFETY INITIATIVES	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<p><b>1C.1</b> Conduct initiatives to reduce traffic injuries and deaths, in a joint effort with DWI Task Force and Radar Task Force (Flash Mob).</p>	<p>FY 2022 Budget</p>	<p>Patrol Efficiency</p>	<p>Traffic Enforcement</p>
<p><b>1C.2</b> Automated Wrecker Dispatch System (AWDS)- Auto Dealers will be working with the Office of Technology Services to ensure the system is tailored to the needs of the Houston Police Department.</p>	<p>Houston Police Department FY 2021 Briefing Book</p>	<p>Technology Efficiency</p>	<p>Auto Theft</p>
<p><b>1C.3</b> Tow and Go- Expand Tow and Go to include the City of Bellaire to participate in the Tow and Go Program. Implement a proposal to have HPD presence at TranStar.</p>	<p>Houston Police Department FY 2021 Briefing Book</p>	<p>Patrol Efficiency</p>	<p>Auto Theft</p>



# PUBLIC SAFETY

## 1D. Conduct Effective Investigations and Improve Clearance Rates

PUBLIC SAFETY INITIATIVES	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<b>1D.1</b> Issue smart devices to HPD Officers.	5-20. Mayor’s Task Force Recommendation	Technology Efficiency	Technology
<b>1D.2</b> Violent Gang Offender working group	Houston Police Department FY 2021 Briefing Book	Investigation Efficiency	Gang
<b>1D.3</b> Improve the transfer and sharing of information and data between criminal justice and law enforcement agencies in the region to reduce crime and expedite the judicial process.	FY 2022 Budget	Administrative Efficiency	Office of Planning and Data Governance

# COMMUNITY TRUST

Ensure HPD remains a trusted public sector organization that serves all Houstonians.



# COMMUNITY TRUST

## 2A. Communicate Transparently Ensuring Fair Accountability

COMMUNITY TRUST INITIATIVES	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<b>2A.1</b> Allow community members to submit complaints online.	2-8 Mayor's Task Force Recommendation	Technology Efficiency	Technology   Legal   Internal Affairs Division
<b>2A.2</b> Translate and accept complaint forms in multiple languages.	2-10. Mayor's Task Force Recommendation	Technology Efficiency	Office of Planning and Data Governance
<b>2A.3</b> Communicate in a transparent and timely fashion with people who have filed a complaint.	2-11. Mayor's Task Force Recommendation	Administrative Efficiency	Legal   Internal Affairs Division
<b>2A.4</b> Redesign the HPD website to be more accessible and user-friendly.	3-15. Mayor's Task Force Recommendation	Community Affairs Efficiency	Community Affairs

# COMMUNITY TRUST

## 2B. Grow Victim Outreach by Fostering Cooperation and Collaboration

COMMUNITY TRUST INITIATIVES	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<b>2B.1</b> Implement strategies and programs to prevent crime, reduce calls for service, de-escalate potential violent situations, and reach people with special needs.	FY 2022 Budget	Patrol Efficiency	Community Affairs
<b>2B.2</b> TAPS Academy: foster positive interaction and close the social distance between at-risk teenagers and officers.	Program of Work	Community Affairs Efficiency	Community Affairs
<b>2B.3</b> Pilot a “mobile storefront” concept in which a small team of officers pair in different neighborhoods across Houston, specifically to interact with residents and listen to their input.	1-16. Mayor’s Task Force Recommendation	Patrol Efficiency	Field Operations  Technology
<b>2B.4</b> Collective Healing - This initiative is designed to help communities develop both a preventative and a reparative focus to reduce tensions, and maximize communication. Ensure all victims receive a just and meaningful victim centered response, address officer health and well-being, and promote problem-solving between law enforcement and the communities they serve.	Houston Police Department & International Association Police Chiefs (IACP)	Patrol Efficiency	Patrol Region 2

# COMMUNITY TRUST

## 2C. Participate in Positive Non-enforcement Activities to Build Relationships

COMMUNITY TRUST INITIATIVES	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<b>2C.1</b> Expand the CCD program by: extending coverage by mental health counselors to 24/7, increasing the number of counselors in the program to handle more calls, and expanding the type of calls that the mental health counselors can answer as appropriate .	4-1. Mayor’s Task Force Recommendation	Investigation Efficiency	Mental Health
<b>2C.2</b> Increase the number of Mobile Crisis Outreach Teams by 18 teams and re-brand the model to receive referrals directly from 911 call takers in HEC via police band radios.	4-2. Mayor’s Task Force Recommendation	Investigation Efficiency	Mental Health
<b>2C.3</b> Increase the number of CIRT teams by 24 new teams.	4-3. Mayor’s Task Force Recommendation	Investigation Efficiency	Mental Health
<b>2C.4</b> Task Force supports Mayor Turner’s and HPD proposal to implement a cite and release program for citation-eligible offenses .	3-26. Mayor’s Task Force Recommendation	Administrative Efficiency	Patrol Region 3
<b>2C.5.</b> Feet on the Street - community program in which on-duty, uniformed officers visit different locations to educate citizens on various crime prevention topics.	Houston Police Department	Community Affairs Efficiency	Community Affairs

# COMMUNITY TRUST

## 2D. Increase the Effectiveness of the Department’s Outreach Efforts

COMMUNITY TRUST INITIATIVES	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<p><b>2D.1</b> Increase number of positive interaction programs (PIP) conducted and expand attendance. The Positive Interaction Program holds monthly PIP meetings featuring speakers from different divisions (Burglary and Theft, Homicide, K-9, Helicopters, etc.) and our other criminal justice partners explaining how their respective division or agency operates.</p>	<p>Program of Work</p>	<p>Community Affairs Efficiency</p>	<p>Community Affairs</p>
<p><b>2D. 2</b> Provide outreach to Houston communities through the utilization of various programs (Greater Houston PAL, Boys and Girls Club, CARES, TAPS, etc.) to engage in relational policing, crime prevention and community awareness.</p>	<p>Program of Work</p>	<p>Community Affairs Efficiency</p>	<p>Community Affairs</p>



# OPERATIONAL EXCELLENCE

Implement best business practices to ensure resources for efficient and effective service while ensuring that employees are held to the highest standards.



# OPERATIONAL EXCELLENCE

## 3A. Create a Strategic Technology Roadmap to Foster Long Term

### Sustainability

OPERATIONAL EXCELLENCE INITIATIVES	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<p><b>3A.1</b> Reduce the number of disconnected systems across HPD to reduce security risks/vulnerabilities; improve user experience through centralized data and solutions; improve data accuracy through better data standards, structures, access and management; improve data collaboration across the department; and allow for improved support.</p>	<p>Program of Work</p>	<p>Technology Efficiency</p>	<p>Technology Services</p>
<p><b>3A.2</b> Improve IT infrastructure – platforms, network, information sharing capabilities – by leveraging cloud solutions where possible to improve resiliency of enterprise IT services and capabilities; encourage collaboration City-wide to improve user experience.</p>	<p>Program of Work</p>	<p>Technology Efficiency</p>	<p>Technology Services</p>
<p><b>3A.3</b> Update Officer’s Technology Tools by providing HPD personnel with practical, intuitive solutions and capabilities to fully support their duties and obligations.</p>	<p>Program of Work</p>	<p>Technology Efficiency</p>	<p>Technology Services</p>

# OPERATIONAL EXCELLENCE

## 3A. Create a Strategic Technology Roadmap to Foster Long Term Sustainability (cont.)

OPERATIONAL EXCELLENCE INITIATIVES	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<p><b>3A.4</b> Improve Records Management, Transparency and Information Sharing by implementing an integrated records management system that is capable of storing data in an easily searchable manner, providing enhanced reporting capabilities, reducing duplicate data entry and improving data quality.</p>	<p>Program of Work</p>	<p>Technology Efficiency</p>	<p>Technology Services</p>
<p><b>3A.5</b> Increase the depth and breadth of available IT skills and talent through increasing training and IT professional staffing levels. Improving IT maturity and the effectiveness of the IT organization supporting HPD.</p>	<p>Program of Work</p>	<p>Technology Efficiency</p>	<p>Technology Services</p>
<p><b>3A.6</b> Align IT investments with input from business stakeholders to ensure that HPD operational needs are satisfied and that the goals and objectives of the Department are met. Control technical diversity, ensure interoperability, and address Business Continuity requirements.</p>	<p>Program of Work</p>	<p>Technology Efficiency</p>	<p>Technology Services</p>

# OPERATIONAL EXCELLENCE

## 3A. Create a Strategic Technology Roadmap to Foster Long Term Sustainability (cont.)

OPERATIONAL EXCELLENCE INITIATIVES	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<p><b>3A.7</b> Increase preparedness for cyber security threats to provide cyber resilience by strengthening and enhance cyber security posture and awareness through improved engagement programs, collaborations of resources, intelligence and partnerships.</p>	<p>Program of Work</p>	<p>Technology Efficiency</p>	<p>Technology Services</p>
<p><b>3A.8</b> Provide oversight that clearly defines a comprehensive cybersecurity strategy. Continue to improve cybersecurity awareness and identify risk across the Department.</p>	<p>Program of Work</p>	<p>Technology Efficiency</p>	<p>Technology Services</p>
<p><b>3A.9</b> Improve and Secure mobile/remote access to Department resources – support HPD operations through an enterprise mobile approach for allowing secure access to essential systems and data .</p>	<p>Program of Work</p>	<p>Technology Efficiency</p>	<p>Technology Services</p>

# OPERATIONAL EXCELLENCE

## 3B. Leverage Technology to Improve Performance

OPERATIONAL EXCELLENCE INITIATIVES	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
3B.1 Upgrade HPD's Body Worn Cameras.	3-8. Mayor's Task Force Recommendation	Technology Efficiency	Technology Services
3B.2 Data Warehouse	Houston Police Department	Technology Efficiency	Office of Planning and Data Governance
3B.3 RMS	Houston Police Department	Technology Efficiency	Office of Planning and Data Governance



# OPERATIONAL EXCELLENCE

## 3C. Enhance Data-Driven Policing Capabilities

OPERATIONAL EXCELLENCE INITIATIVES	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<b>3C.1</b> GIS Expansion: expansion of GIS capabilities.	Program of Work	Technology Efficiency	Crime Analysis
<b>3C.2</b> Strategic Decision Support Center: will link all systems for calls for service support.	Houston Police Department	Technology Efficiency	Crime Analysis
<b>3C.3</b> Crime Analysis Training System- bring all classified and civilian analysts into a standard training program.	Program of Work	Administrative Efficiency	Crime Analysis



# OPERATIONAL EXCELLENCE

## 3D. Conduct Process Improvement Exercises

OPERATIONAL EXCELLENCE INITIATIVES	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<b>3D.1</b> Process Improvement and Paperwork Reduction Initiative : Process that will eliminate unnecessary or duplicative procedures and paperwork.	Program of Work	Administrative Efficiency	Office of Planning and Data Governance
<b>3D.2</b> VPRT Data Governance	Houston Police Department FY2021 Briefing Book	Administrative Efficiency	Office of Planning and Data Governance
<b>3D.3</b> Implement transparent practices to establish a high sense of legitimacy and promote the public's and government official's confidence in the department.	FY 2022 Budget	Community Affairs Efficiency	Office of Planning and Data Governance
<b>3D.4</b> Web Re-Design: Redesign the HPD website to be more accessible and user-friendly.	3-15. Mayor's Task Force Recommendation	Community Affairs Efficiency	Community Affairs
<b>3D.5</b> Revision of the Job Performance Process to increase accountability.	Houston Police Department	Administrative Efficiency	Office of Planning and Data Governance

# PRODUCTIVITY

Align civilian and classified workforce with 21st Century Policing Strategies.; while retaining and wisely investing limited public resources for efficient services.



# PRODUCTIVITY

## 4A. Increase Classified Staffing versus FY2020 Average

PRODUCTIVITY INITIATIVE	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<b>4A.1</b> Continue to effectively and efficiently use resources allocated or acquired by the department.	FY 2022 Budget	Administrative Efficiency	Field & Support Operations   Investigative & Special Operations
<b>4A.2</b> Continue to adopt best practices for recruiting a diverse workforce by ensuring recruiting events are publicized at local universities to include those from minority segments of the community and faith-based institutions.	3-23. Mayor's Task Force Recommendations	Community Affairs Efficiency	Recruiting

# PRODUCTIVITY

## 4B. Improve the Quality of the Customer Experience through the use of Alternatives to Dispatched Calls

PRODUCTIVITY INITIATIVE	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<b>4B.1</b> Increase DART response to domestic violence calls for service.	4-6. Mayor's Task Force Recommendation	Community Affairs Efficiency	Community Affairs
<b>4B.2</b> Freeway Crash Removal Pilot Program -allows VCD to remotely investigate and clear qualified crashes on the freeway . The program will clear crashes from freeway faster and more efficiently during peak traffic times.	Program of Work	Investigative Efficiency	Criminal Investigations Command

# PRODUCTIVITY

## 4C. Examine ways to Involve the Community in Recruiting to Increase Hiring

PRODUCTIVITY INITIATIVE	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<b>4C.1</b> Increase Recruiting's outreach and communication regarding HPD hiring via its primary social media platform, Twitter.	Program of Work	Community Affairs Efficiency	Community Affairs
<b>4C.2</b> Conduct roundtables with Houston NAACP, Hispanic community leaders, government leaders and Houston Police executives to seek input on recruiting efforts.	1-10. Mayor's Task Force Recommendation	Administrative Efficiency	Organizational Development Command



# PRODUCTIVITY

## 4D. Review and Update Policies and Procedures to Streamline Work Processes and Improve Workflow

PRODCUTIVITY INITIATIVE	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<b>4D.1</b> Review departmental policies annually to ensure they reflect updated standards and changing best practices.	6-2. Mayor’s Task Force Recommendation	Administrative Efficiency	Organizational Development Command
<b>4D.2</b> Require performance-based audits of patrol and investigative functions, and publish the findings at regular intervals.	3-18. Mayor’s Task Force Recommendation	Administrative Efficiency	Organizational Development Command
<b>4D.3</b> Conduct a complete review and update of the entire HPD General Orders, looking specifically for GOs which contain contradictions or ambiguities, and revise for best practices.	6-1. Mayor’s Task Force Recommendation	Administrative Efficiency	Organizational Development Command

# PROFESSIONAL DEVELOPMENT

HPD remains the most professional law enforcement agency in the country by providing personnel with the training and support they need to be successful.



# PROFESSIONAL DEVELOPMENT

## 5A. Reinforce the Department’s Core Values of Honor, Integrity, Respect

PROFESSIONAL DEVELOPMENT INITIATIVES	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<p><b>5A.1</b> Reinforce the department’s core values of Honor, Integrity, and Respect.</p>	<p>FY 2022 Budget</p>	<p>Administrative Efficiency</p>	<p>Department as whole</p>
<p><b>5A.2</b> Review and update the departments implicit bias and racial equity trainings and include retraining at regular intervals.</p>	<p>5-2. Mayor’s Task Force Recommendation</p>	<p>Administrative Efficiency</p>	<p>Training Academy</p>
<p><b>5A.3</b> Review and update the HPD’s current model on Conducted Energy Device (CED) training.</p>	<p>5-3. Mayor’s Task Force Recommendation</p>	<p>Administrative Efficiency</p>	<p>Training Academy</p>
<p><b>5A.4</b> Add additional education and training on interacting with persons with disabilities, including practical applications by which people with disabilities and/or professionals who work with those disabilities play a central role in the training.</p>	<p>5-4. Mayor’s Task Force Recommendation</p>	<p>Administrative Efficiency</p>	<p>Training Academy</p>

# PROFESSIONAL DEVELOPMENT

## 5B. Develop Effective Leaders through Mentorships and Specialized Training

PROFESSIONAL DEVELOPMENT INITIATIVES	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<b>5B.1</b> Improve the quality and means of presenting training and expectations to improve leadership, tactics, employee safety, customer service, and discipline.	FY 2022 Budget	Administrative Efficiency	Training Academy
<b>5B.2</b> Adopt a “customer service” approach to all aspects of policing with all civilians during traffic stops, compliant processes, and non-enforcement activities.	3-22. Mayor’s Task Force Recommendation	Administrative Efficiency	Training Academy
<b>5B.3</b> Implement a Mentorship Program for officers.	5-18. Mayor’s Task Force Recommendation	Administrative Efficiency	Recruiting
<b>5B.4</b> Create opportunities where civilian employees, particularly supervisors and managers, achieve a higher level of recognition for their responsibilities and contributions.	FY 2022 Budget	Administrative Efficiency	Organizational Development Command

# PROFESSIONAL DEVELOPMENT

## 5C. Enhance Officer Safety through Scenario Based Training and De-escalation Training

PROFESSIONAL DEVELOPMENT INITIATIVES	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<b>5C.1</b> Increase the amount and type of de-escalation training in the Academy, and include retraining at regular basis.	5-1. Mayor's Task Force Recommendation	Patrol Efficiency	Training Academy
<b>5C.2</b> Integrate more Scenario-Based Training into existing training modules to simulate real-world conditions.	5-5. Mayor's Task Force Recommendation	Patrol Efficiency	Training Academy
<b>5C.3</b> Evaluate, screen and train field trainers to ensure they are upholding and encouraging policing best practices.	5-10. Mayor's Task Force Recommendation	Patrol Efficiency	Training Academy  Risk Management



# PROFESSIONAL DEVELOPMENT

## 5D. Prioritize Employee Wellness for a Healthy Workforce

PROFESSIONAL DEVELOPMENT INITIATIVES	PROGRAM INITIATED FROM:	OPERATIONAL BENEFIT	OWNER
<b>5D.1</b> Update and revise GO 200-04: Assistance to Employees Involved in Critical Incidents.	5-13. Mayor's Task Force Recommendation	Administrative Efficiency	Risk Management
<b>5D.2</b> Increase marketing and utilization of the Psychological Services Division and employee assistance program.	5-15. Mayor's Task Force Recommendation	Administrative Efficiency	Psychological Services
<b>5D.3</b> Implement a health and wellness program.	5-17. Mayor's Task Force Recommendation	Administrative Efficiency	Employee Services
<b>5D.4</b> Increase personnel awareness and knowledge related to wellness issues (i.e. risk factors for suicidal behavior, problem-solving methods, and effective intervention strategies).	FY 2022 Budget	Administrative Efficiency	Training Academy  Employee Services

# ACRONYMS

Acronym	Description
ADR	Alternative Dispute Resolution
B&F	Office of Budget and Finance
B&T	Burglary and Theft Division
CFS	Call for Service
CJIS	Criminal Justice Information Services
COH	City of Houston
CPTED	Crime Prevention Through Environmental Design
DA	District Attorney
DOJ	U.S. Department of Justice
DPS	Texas Department of Public Safety
FBI	Federal Bureau of Investigation
HCSO	Harris County Sheriff's Office
HEC	Houston Emergency Center
HPD	Houston Police Department
MCD	Mobile Computing Device
METRO	Metropolitan Transit Authority of Harris County, Texas
NCIC	National Crime Information Center
NIBRS	National Incident-Based Reporting System
NIMS	National Incident Management System
RMS	Records Management System
TCOLE	Texas Commission on Law Enforcement
TxDOT	Texas Department of Transportation

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