

# University of Houston Police Department

## STRATEGIC VISION EXECUTIVE SUMMARY 2021-2025



*Creating and Implementing  
a Network of Security*





## Chief's message

The University of Houston Police Department is comprised of a group of well-trained, dedicated professionals. Our ultimate goal is to provide excellent police and security services to the UH community. This strategic vision is a blueprint for providing such services and outlines three

goals which will provide us with clear direction for fiscal year 2021 through fiscal year 2025.

Each goal is supported by strategies necessary to pursue and obtain each goal, and milestones will indicate whether a goal was obtained. This strategic vision does not cover every departmental need but instead focuses on priorities.

Our Strategic Vision is not meant to be static; it is certainly malleable and adjustable. Our social, professional, and physical environments can quickly change, and UHPD must have the ability to adjust to such changes. The strategic vision is designed with flexibility in mind. At the same time, it sets a foundation with consideration to best practices to guide the objectives and actions of the University of Houston Police Department.

The strategic vision was developed employing considerations promulgated in the President's Task Force on 21st Century Policing Report, which identifies and employs the highest level of accountability in today's policing strategies. We also employ the guidelines and best practices offered by the International Association of Campus Law Enforcement Administrators – the accreditation entity for colleges and universities. Rest assured that we are committed to keeping our community safe.

A handwritten signature in black ink, reading "C Moore". The signature is stylized with a large, sweeping "C" and a long horizontal line extending from the end.

**Chief of Police Ceaser Moore, Jr.**  
*Chief of Police, University of Houston*  
*Associate Vice Chancellor for Police Operations, UH System*

## ABOUT UHPD

THE UNIVERSITY OF HOUSTON POLICE DEPARTMENT (UHPD) is the primary police authority for the University of Houston. The police officers of UHPD are peace officers of the State of Texas whose primary jurisdiction is any county in which the University of Houston owns, leases, rents, or controls property. Their law enforcement authority is derived from the Texas Education Code Sec. 51.203 which allows the University of Houston System Board of Regents to employ and commission peace officers, as well as the Texas Code of Criminal Procedure art. 2.12 which identifies who are peace officers in the State of Texas. UHPD also employs civilian security officers to supplement the police presence, helping to increase the visibility of the department, make it more accessible to the community, and provide posted security in critical locations.

UHPD employs more than 60 peace officers at the University of Houston, over 80 security officers, 12 telecommunicators, and nine support personnel. UHPD also has police and security personnel stationed at other University of Houston System locations that do not have an independent police department, namely, University of Houston-Victoria, University of Houston at Sugar Land, and University of Houston at Katy.

UHPD's headquarters are at 4051 Wheeler Avenue at the southwest corner of the University of Houston. Our Chief of Police is Ceaser Moore, Jr., who is also the Associate Vice Chancellor of Police Operations for the University of Houston System.



## Mission

The University of Houston Police Department's (UHPD) mission is to proactively build and strengthen community partnerships and reduce both the unsafe perceptions and the opportunity to commit crime on campus through the delivery of high quality, efficient, and consistent law enforcement services to all University of Houston students, faculty, staff and visitors in a professional manner.

## Vision

The Department strives to be the best police department in the United States, where its community is safe, and its employees are professional, happy, and proud.

The Department is committed to enabling students, faculty, staff and visitors to be safe while pursuing their on-campus endeavors. The Department uses three principles to help ensure that the UH campus is a protected and user-friendly venue:

1. Promote and preserve a safe campus environment
2. Identify and implement efficiencies
3. Provide great customer service

## Core Values

The Department's Core Values are effort and respect in support of the University's goals of:

1. National competitiveness
2. Student success
3. Community advancement
4. Athletic competitiveness
5. Local and national recognition
6. Competitive resources



**Top 25 Department,  
Campus Safety  
Summit  
2019 - 2020**

**Security Escorts  
over the last  
10 years - 128,729**



## **UHPD SWOT ANALYSIS**

The University of Houston continues to grow in a number of ways, including its diverse student population, educational, research and outreach programs, and new buildings and renovations. There is a continuing emphasis on retention of current students and improving graduation rates. Even in such an unusual year as 2020 was, the University of Houston expanded its enrollment and successfully navigated a shift to alternative learning and working situations. As we now look forward to transitioning back to a traditional learning and working environment, UHPD is excited to witness and support that growth, and strives to adapt and grow along with the University and its community.

UHPD, in line with other UH service departments, can generally expect requests for service, man-hours, and production efforts to roughly correlate to the size and activity of our community. However, these do not scale precisely and one of our core department principles is to identify and implement efficiencies. These efficiencies often come in the form of technology to reinforce and supplement man-hours. These technologies must necessarily be safe, cost effective, and generally welcomed

by our community if they are to be an effective force multiplier.

UHPD continually looks for innovative technology to support patrol functions. For instance, this year we are working with UH Information Technology to develop a Virtual Security Escort system via the UH Go app, taking advantage of our long-standing partnerships to provide valuable services to our community while potentially reducing some portion of the man-hour intensive, in-person security escorts.

The development of the UHPD Strategic Vision reflects not the singular intents of its Chief of Police, but the combined objectives the UHPD leadership team, and is a reflection of a diverse set of experiences in the field of public safety. Input was also solicited from several campus partners. Their unique perspectives as co-producers of safety for our community was invaluable. This Strategic Vision also reflects years of input from our community to the staff of UHPD. As a department, we are continually guided by community feedback, and those years of conversations with our community are reflected in our Strategic Vision.



## UHPD Strengths

**Workforce:** UHPD is composed of a diverse group of professional men and women, representing the diverse community we serve. We employ police officers with varying levels of experience from a diversity of backgrounds. Some of our officers have come to UH straight out of a police academy, ready to learn and gain experience as a community-oriented police officer here at the University of Houston. Others have already had a full career at another professional police agency and bring with them honed skills and unique experiences. The same is true of our security and professional staff.

The size of our department promotes a more personal atmosphere, which translates to opportunities for professional relationships both inside the department, and outward to our community. As a result, we are able to make personal connections that can be missing in a larger municipal agency, but are at the heart of community policing. The addition of specialized assignments, such as ATV high-visibility patrol or investigations, also provides unique opportunities for our officers.

**Crime Prevention:** Community relations in the form of crime prevention presentations, “Coffee with a Cop,” and other efforts to interact with our community have been an intentional and directed effort by UHPD and have been well-received by our community. At the direction of a Crime Prevention supervisor, personnel participate in outreach to provide risk reduction strategies, solicit feedback for improving our services, and identify resources to combat higher crime areas.

We also offer a variety of education and outreach programs to the community as an invitation to collaborate with us in keeping campus safe. The Crime Prevention Unit is dedicated to facilitating crime prevention programs to thousands of community members annually.

**Training:** The department continues to place an emphasis on high quality training. In addition to ensuring that police officers meet the State required training mandates for all peace officers, specialized training is offered based on specific department or community needs. Additionally, officers have an opportunity to obtain instructor-level certification, providing the department with internal resources for specialized training in firearms, defensive tactics, emergency vehicle operations, and beyond. Training must be ongoing to address changing needs. Training focused on changing technology continues to be emphasized. Recently, portions of UHPD’s in-service training has transitioned to the PoliceOne and PowerDMS platforms to ensure consistent and efficient delivery of training throughout the department.

**Accreditation:** The University of Houston Police Department has earned accreditation from the International Association of Campus Law Enforcement Administrators (IACLEA), the largest professional association devoted to excellence in campus public safety and law enforcement. This achievement assures the University of Houston community that the practices, policies and procedures of UHPD are aligned with recognized international law enforcement best practices.



**In 2020, All  
UHPD Employees  
Became Certified  
Contact Tracers.**



## **UHPD Weaknesses**

**Technical Systems:** UHPD has at its disposal several technical systems that help us achieve our goals in several ways. From dispatch and record keeping systems, to alarm systems and cameras across campus—in our cars and on our officers—we depend on technology to keep the University safe. The department needs to continue investing in these technologies to make sure we have the best tools possible to meet the needs of our community. It is one of the primary goals of this Strategic Vision to stay at the forefront of the latest technological developments, and take advantage of analytic AI processing where possible, and to ensure that we have and use technology to meet the Vision of UHPD and the University of Houston.

## **UHPD Opportunities**

**Technology enhancements:** UHPD continues to implement technological systems designed to improve overall campus safety and serve as force-multipliers for our community. While we continue to expand existing systems, such as surveillance camera and emergency phones, one of the key goals of this Strategic Vision is to optimize all of the technical safety and security systems available to the department and our community, and to integrate those systems to create a synergistic security environment, that is greater than the sum of its parts.

The University of Houston has many different technologies—both recently implemented and long-standing—to better provide for a safe and secure learning and work environment. From intrusion alarms, to access control devices and cameras, technology has long been a critical tool in creating a safe campus environment. As an example, there have been security cameras on campus for several decades. Camera technology has advanced rapidly over those years, and the department needs to continue investing in these technologies to make sure it has the best tools possible to meet the needs of the UH community.

Our clear existing opportunity is to take advantage of extant networks, while replacing cameras with currently available technology. In addition, it is one of the strategies of the



Strategic Vision of UHPD to add advanced video analytics, which can help to identify active crimes and criminal opportunities. It also greatly reduces the number of man-hours it takes to find critical video evidence. UH maintains a robust and hardened network infrastructure that few other communities get to enjoy. UHPD would be remiss if it didn't capture this opportunity offered by our UH Information Technology partners.

This Strategic Vision expressly identifies several other opportunities for technology enhancements that will provide the opportunity to reduce actual crimes and increase the perception of personal safety on campus. Investing in force-multiplying systems can also reduce the costs associated with providing these critical services to our community.

## UHPD Threats

**Police Officer Recruitment and Retention:** UHPD has long had difficulty attracting a competitive pool of police, security and dispatcher applicants. Retention of the personnel that we are able to hire has also been a continual effort. This is not unique to UHPD; public sector recruiting can often be difficult if candidates are focused on a narrow set of benefits. A commonly cited issue during exits interviews is salary relative to other police agencies in the Houston area. Interestingly, UHPD had

had several officers leave the department and later return because they more enjoyed the environment and community.

Past retention initiatives have included the addition of the rank of corporal as a transitional supervisory rank, and the addition of a security lead position, establishing clear career paths for motivated personnel. A police cadet position to the security organizational chart, has also been utilized to encourage non-commissioned personnel to become police officers, and several have taken advantage of this opportunity. This Strategic Vision directly addresses this threat within the goal of continuous investments for employee hiring, development and retention. A well-trained, engaged employee who enjoys a high degree of job satisfaction is an employee we can increasingly count on to want to continue serving our community.



**Security Magazine  
Top University  
Security Programs  
2017 - 2020**

# Goals, Strategies and Milestones

## Goal 1

### ENSURING THAT BEST PRACTICES ARE THE HALLMARK OF ALL POLICE OPERATIONS

The University of Houston is dedicated to student success, and building a world-recognized research and education powerhouse, and to be exemplar for equitable and inclusive community engagement. The University of Houston Police Department is committed to fostering an environment where safety and security, to the extent possible, do not become hurdles to these goals. The mission, vision and Core values of UHPD reflect the standards we set for ourselves and set forth principles by which we operate both on a day-to-day basis and in planning for the future of our role within the University of Houston community.

Through knowing and achieving the best practices in law enforcement, and by using accreditation and other metrics to maintain these standards, UHPD can continue to fully support the University and our community.

### Strategies

- Continuously building confidence in the department's professionalism and subject matter expertise bolstered by accreditation, which ensures that nationally recognized law enforcement standards are adopted and implemented.
- Pursuing funding for, and investment in, outside training and engagement opportunities to ensure that excellence is at the core of the UHPD training environment.
- Maintaining statutory and regulatory compliance with federal, state and local mandates.
- Develop and implement crime prevention strategies based on targeted operational planning and other data-driven approaches.
- Continuing to enhance and integrate UHPD into the UH community to ensure superior service to the community as a whole. UHPD will meaningfully incorporate the feedback provided by the community to enhance the department's services.
- Customer service-oriented policing focused on student success.





## Milestones

- Submission of annual Clery Act reports and timely warnings, and posting of the daily crime log as required by federal guidelines.
- Submission of annual racial profiling data with comparative analysis in accordance with mandates.
- Reporting incidents of Title IX violations in compliance with SB 212.
- Submission of annual National Incident-Based Reporting System (NIBRS) statistics to the State as designated by state guidelines.
- Utilize the Houston Recovery Center's sobriety center as an alternative to arrest for public intoxication when no other criminal charges or exigent circumstances exist.
- Increase the number of crime prevention events held.
- Utilize area diversion programs for other crimes in lieu of arrest when appropriate and supported by area policy.
- Track complaints made against department employees, noting those made by UH community members. UHPD seeks to minimize to five such complaints per year.
- Continue to conduct the UHPD Annual Safety Survey.
- Vigorously investigate crimes. Clearance rates are to be better than the state average.
- Pass all Criminal Justice Information Services (CJIS) technical audits.
- Roll-out of an Unmanned Aerial System reporting and monitoring program.

## Goal 2

### LEVERAGING TECHNOLOGY AND PHYSICAL ASSETS TO PROVIDE A ROBUST SECURITY INFRASTRUCTURE

The continued growth of both the student and on-campus residential population, as well as the continued expansion of the academic and other facilities, will continue to result in additional areas requiring police/security patrol and additional calls for service demanding the prompt and professional attention of UHPD. UHPD frequently utilizes technology to supplement a physical security presence. While these are valuable force multipliers for our community, there is also a need to ensure that these systems work together in an optimized way to increase the efficiency and effectiveness of the department.

#### Strategies

- Utilize license plate reading technology to better secure campus.
- Ensure that sufficient cameras in number and type are acquired and deployed that meet the needs of UHPD.
- Pursue standardized outdoor lighting levels for the entire campus.
- Install and utilize camera analytics.
- Reimagine kiosks by increasing heights and adding mounted cameras for better visibility and monitoring.
- Implement virtual security escorts for the safety of the campus community.
- Optimize the emergency blue light phone network to enhance capabilities and ensure continual operability.
- Optimize and enhance the access control systems throughout campus.
- Comprehensively review the intrusion alarm system to ensure systematic distribution.
- Achieve full integration of camera, access control, intrusion alarms, code blue phones and other technology as appropriate.
- Obtain adequate space for current personnel and assets and future growth of the department.





## Milestones

- Positioning license plate reading cameras at every University entrance.
- Increasing VPR monitoring man-hours and reporting to enhance overall campus security.
- Maintaining assets at a full state of readiness through inspection, repair, or replacement.
- Meeting or exceeding campus lighting recommendations.
- Realizing the successful adoption of the virtual escort system with usership exceeding the number of escorts.
- Achieving optimized integration of all campus safety systems.
  - Deploying intrusion alarm technology in all areas identified as critical.
  - Deploying cameras on all kiosks, and completion of height adjustments for optimization.
  - Installation of a camera analytics platform.

**Coffee With a Cop**  
**Event Attendees**  
**Past 3 Years - 2,295**



## Goal 3

### CONTINUOUS INVESTMENTS FOR EMPLOYEE HIRING, DEVELOPMENT AND RETENTION

UHPD is a service organization. The quality of service delivery we can provide is directly linked to the quality of personnel we recruit, hire, and retain. The process of attracting potential employees who fit well within the culture of UHPD and understand the role of a university police or security officer is a complex one. To be effective for our community, UHPD must view hiring, development and retention in a comprehensive manner. The strategies outlined for this goal will help us to achieve that.

Active Shooter  
Response Trainings  
Past 3 Years - 74



### Strategies

- Provide monthly roll call training of police officers to ensure that current issues and trends are appropriately addressed.
- Require significantly more police training that is required by the State of Texas.
- Provide information, trends, and training regarding the nature of public safety in our nation.
- Acquire the necessary equipment needed to excel in the provision of police and security services.
- Ensure that employees have a mechanisms to address issues and concerns, and have a genuine opportunity to shape the direction of UHPD.
- Establish responsibility to oversee the recruitment, hiring, and retention of personnel, and maintain the pay scale and incentives at a competitive level and promote career path advancement.
- Identify and implement means to improve and streamline the hiring process.





## Milestones

- Double the amount of mandated training that is completed during each training cycle of the Texas Commission on Law Enforcement (TCOLE).
- Complete initial training for all uniformed personnel and specialized assignments per department standards.
- Review and utilize input regarding training from citizen members of the department Training Advisory Board.
- Hold monthly Staff Advisory Council and Employee Representative Committee meetings.
- Increase the number of the hiring events and recruiting initiatives attended above the yearly average from 2017-2020 by 10%.
- Decrease the time frame of hiring process from application through onboarding.
- Invest in social justice, racial equity, and anti-bias training for all UHPD employees in FY21 – FY25.
- Conduct a comprehensive salary survey of comparable local law enforcement agencies.





## Conclusion

The University of Houston Police Department Strategic Vision outlines the department's deep desire to continue to provide quality safety and security services to the University community and outlines the pathway that we believe will most likely get us there.

While law enforcement community relations can sometimes be strained and trust in such institutions may falter when viewing through a national lens, we believe that through careful, measured and transparent planning with the input of our campus partners, we can not only continue to be strong advocates for social justice and equity for all our community members, but we can grow alongside the University to ensure that the safety and security of our community is never a barrier to student success.

These carefully delineated goals, strategies and milestones are intended to serve as a guide for our department to ensure that we continue to provide our University of Houston community with the best services possible, and reduce the stressors of safety and security considerations on our students, staff and faculty to the extent possible. We know that with the support of our partner departments as co-producers of safety, we can effectively create and implement this network of security.



Response To Your Feedback



**Crime Prevention  
Outreach Events  
past 3 years -  
504**





UNIVERSITY of  
**HOUSTON**  
POLICE DEPARTMENT