

After Action Report & Strategic Plan of Action



Submitted By:

Remon P. Green, MBA
Executive Director &
Chief of Police
Texas Southern University
Department of Public Safety

DPS N.O.W!
Not on Our Watch!

Executive Summary

The 2015 Fall semester at Texas Southern University would become one that forced change on its campus and specific departments, especially the Department of Public Safety. There were four major incidents involving gun violence that resulted in the loss of life for two individuals. The manner in which these incidents occurred are not indicative of what this great institution stands for or represents. We were, however, compelled to take immediate action to regain community trust and restore our campus community back to the place where our students, faculty and staff feel safe and free from harm while on and around our campus. Inversely, as a result of these incidents occurring on the campus of Texas Southern University (TSU) and most importantly, the nature in which they occurred, there was an immediate need to take aggressive actions to find positive solutions to restore order on campus. Dr. John Rudley, President of TSU, had (former) Chief of Police of the TSU Police Department (TSUPD) - Roger Byars, establish a TSU Law Enforcement Task Force of highly respected and recognized professionals from different federal, state, and local law enforcement agencies in this regional area. The agencies that agreed to participate on the TSU Law Enforcement Task Force were as follows: The Federal Bureau of Investigation (FBI), Bureau of Alcohol, Tobacco, Firearms & Explosives (ATF), Texas Rangers, Houston Police Department (HPD), Harris County Sheriff's Office (HCSO), Harris County Constable's Office PCT #7 (HCCO/#7), Metro Police Department (MPD), Texas Department of Public Safety (DPS) and U.S. Attorney's Office.

On October 29, 2015, Dr. Rudley, key members of the University's administration and TSUPD hosted a meeting in the University's Museum with law enforcement professionals from each of the aforementioned organizations, which assembled the TSU Law Enforcement Task Force. During the meeting, several ideas, initiatives, and policing strategies were offered by members of the Task Force. Below are a few notable recommendations that were presented:

- The HCSO provided an example of a full "Security Threat Assessment" program. Such assessment would be conducted by certified crime prevention deputies of the HCSO. The assessment would take in an all-encompassing review of the TSU campus, including but not limited to security operations, physical crime prevention barriers, and crime prevention technology systems.
- The FBI recently completed and launched a training video regarding "Active Shooters." They can provide training to the TSUPD and to campus components.
- Texas DPS operates the Texas Anti-Crime Task Force, which can provide various resources to TSU, including funding through various grants. It was recommended that TSU Police Dept. provide an officer to the "task force."

- Better signage along the TSU boundaries, which would clearly identify the campus and inform intruders of the consequences for trespassing.
- Enhance the current TSUPD Bicycle Patrol Officer Program.
- Greater promotion of the current TSUPD “See Something, Say Something” slogan, which is a federal government initiative.
- Development of a mobile app to provide real time contact with the campus community.
- Enhance the current crime prevention programs, create programs that are less formal and engage the students as stakeholders.

Implementation of Strategic Plan of Action

On November 1, 2015, Deputy Chief Remon Green of TSUPD was appointed Interim Chief of Police. As a longstanding member of TSUPD, Chief Green had institutional and firsthand knowledge of the circumstances surrounding the atmosphere of the campus environment and was prepared to immediately begin the process of regaining community trust, police legitimacy and restoring a sense of serenity on campus. Using the basis of the information and recommendations collected from the law enforcement partners of the TSU Law Enforcement Task Force, Chief Green formulated a 180 day strategic plan of action to: (1) establish clear and effective policing strategies; (2) regain the trust of the campus community; (3) restore police legitimacy in TSUPD; (4) build on the momentum and successes by ensuring the community continuously plays a vital role in their personal safety on campus; and (5) develop TSUPD personnel to be responsive, effective, equipped, fast, bold and prepared to keep TSU a safe campus. Additionally, Chief Green’s strategic plan of action was also developed from recommendations made in President Barack Obama’s 21st Century Policing Task Force Report, which identifies and employs the highest level of accountability in today’s policing strategies. The three strategic phases were separated as follows:

1. **Phase I** – Implementation of Policing Strategies & Adopting a Set of Core Values
2. **Phase II** – Organizational Transformation
3. **Phase III** – Development of a Strategic Plan of Action and Implementation of a Leadership & Development Institute

On the basis of the aforementioned strategic phases, TSUPD immediately activated the plan and began the transformation. In the next section of this report, each strategic action is described in detail.

Strategic Phase I

Implementation of Policing Strategies & Adopting a Set of Core Values

Chief Green's policing philosophies regarding contemporary police practices are derived from the definition given by the U.S. Department of Justice's Community Oriented Policing Services (C.O.P.S.) Office. As defined by the C.O.P.S. Office, "community policing is a philosophy that **promotes organizational strategies** that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to **public safety issues** such as **crime, social disorder, and fear of crime**. Community policing is comprised of three key components: **Partnerships, Organizational Transformation and (continuous) Problem Solving**." As such, the aforementioned definition is the basis of how TSUPD has established a community policing program. Additionally, with these organizational strategies, we are working in concert with the TSU community to build a safer environment for our students, faculty and staff to live, learn and work.

As a progressive and innovative leader, Chief Green has earned the respect and reputation of being an effective "change agent," someone who is relied upon to facilitate change, when change is critical to the future effectiveness of attaining organizational success. Chief Green appreciates and embraces relationships with the community and, as previously mentioned, subscribe to community-based policing philosophies. Chief Green's policing philosophies are expressed in terms of values that develop a culture of discipline, accountability and positive influence on the decision-making of all members within the police department. The policing philosophies, to which Chief Green subscribe, provide guidance and direction for employees to improve the quality of community life, and further provide continuity of purpose that permeates the entire organization. Within this strategic phase, Chief Green focused on four specific strategies in making his policing philosophies an operational reality, which has ultimately started the process of building a strong, cohesive, fast, and bold organization. They are as follows:

1. Setting clear and concise goals
2. Implementation of a rigorous performance management system
3. Implementing strategic financial projections and analysis
4. Continuous evaluation of critical organizational challenges

Chief Green wholeheartedly believes the aforementioned strategies will serve as the catalyst for TSU becoming one of the safest campuses in this regional area.

Strategic Phase II

Organizational Transformation

During and immediately after the last incident in October (2015), there were several concerns expressed about the effectiveness of the police department and its ability to assist in providing a safe and secure campus environment for TSU. Many of the concerns were, understandably, heightened by the unanticipated violence that occurred in such a short span of time and other concerns were imbedded in the police department as a result of systematic challenges that had conjured over time. Notwithstanding, it was undoubtedly a “time for change” and organizational transformation within TSUPD.

The below charts highlight the concerns that were raised by members of the campus community, TSUPD’s response and the initiatives that are currently in place. They are as follows:

Area of Concern	Actions Taken	Implemented Initiatives
Community Trust	Implemented community oriented policing program based philosophies where TSUPD are focusing on three (3) specific areas to regain and restore the trust of the community: Partnerships, Organizational Transformation, and (continuous) Problem Solving.	<ul style="list-style-type: none"> • Developed focus groups with students, faculty, staff, and DPS personnel • Introduced new “Tip Line” (713) 313-7TIP (ext. 7847) • Ramped up social media presence with primary intent to reach students • Using technology as a force-multiplier
Staffing Accountability	Refocused organizational priorities and provided clear, concise and attainable goals. Clear vision was implemented and the minimum standards were raised. Performance indicators were put in place where continuous review of DPS personnel performance is continuously monitored.	<ul style="list-style-type: none"> • Reassigned & dismissed underperforming personnel • Equipped police officers with Body Worn Cameras • Aligning the Department to have a functional organizational structure • Scenario and Realistic based training initiated
Visibility	Changed style of uniforms of police and security personnel to be more identifiable. Redeployed police and security from office assignments into the field. Increased patrols in the residential housing areas by police and security officers. Initiated specific traffic control assignments.	<ul style="list-style-type: none"> • Deployed Segway mobility units • Developed a two man impact (N.O.W!) unit that focuses on directive patrols on and around campus • Partnering w/LE partners to increase presence around campus

Area of Concern	Actions Taken	Implemented Initiatives
DPS Contact Information	Immediate marketing campaign initiated to ensure campus community was aware of contact information for department. Created a community liaison/public information officer unit that strategically focuses on partnering and collaborating with students, faculty, staff and community partners on a continuous bases.	<ul style="list-style-type: none"> • Giveaway Trinkets (i.e. backpacks, pens, whistles, wrist bands, & necklaces) with contact information listed • Developed push cards, flyers and posters for University buildings with contact information listed • Deploying safety app (LiveSafe) for campus community • MIR3 Mass Notification System • Developed educational videos for students, faculty and staff • Launching a new and improved interactive department website
Security Cameras	Maintenance was conducted on all cameras. Additionally, upgrades were made on outdated cameras located throughout the campus.	<ul style="list-style-type: none"> • Upgrades were made in the Real Time Video Center as well to support the upgrades of the cameras deployed. • Exploring additional technology to place in the Real Time Video Center to support the efforts of providing a safe environment for campus community.

As indicated and reflected in the above charts, TSUPD has made great strides in changing the outlook of the organization and strategically addressed the concerns that were raised with relevant, effective, and forward-thinking initiatives. In addition to the organizational changes identified above, Chief Green has diligently focused on creating a functional organizational structure that properly aligns personnel to be successful in their area of responsibility. Although we have accomplished a number of things, there is still much work to be done to reach the organizational excellence we are seeking. With that stated, members of the department have grasped the vision and are actively participating in ensuring TSU becomes and remains one of the safest campuses in this regional area by working in concert with the community. Additionally, each member of the department has garnered a no tolerance stance on crime and further exemplifies in their performance the department’s mantra: **Not on Our Watch!**

Strategic Phase III

Development of a Strategic Plan of Action

As we enter into the final phase of this 180 day strategic plan of action, it is critical for the innovative initiatives implemented and accomplishments achieved during this time be continued by the development of a new comprehensive organizational strategic plan of action for TSUPD. This new strategic plan will be tailored to support the realities of today's TSU campus environment. The plan will be one that clearly illustrates to the campus community and members of TSUPD what our goals and plans are for the future. The plan will cover five specific areas. They are as follows:

1. Determine where we are as a department
2. Identify organizational priorities
3. Define what we must achieve as a department
 - a. Revisit mission and vision statements, core values and guiding principles
 - b. Identify attainable goals
4. Clearly identify who is accountable
5. Relentless follow up and review of organizational performance

Chief Green and his team plan to have the new strategic plan of action completed by midsummer (2016) and approved by TSU Administration for operational usage in the Fall semester of fiscal year (FY) 2016/2017. The plan will be updated each fiscal cycle to ensure priorities are current and meets the needs of the campus community.

Implementation of a Leadership & Development Institute

Since taking office as Chief of Police of TSUPD, Chief Green has intentionally focused on internal procedural justice to ensure all personnel in the department feel respected, valued, and honored for their efforts. This process has been tedious; however, the results have been overwhelmingly effective. On numerous occasions during this period, several members of the department have, verbally and in writing, communicated their appreciation of the new and improved department. Conversely, Chief Green realizes that a change of mental reflection, perspective and natural effort only goes so far. Chief Green also realizes that the best developed strategic plans are ineffective if the individuals tasked with accomplishing the plans are not properly trained, developed and given the necessary tools to perform their assigned duties. If these realities are not carefully and properly managed, and pursued with the utmost importance, the end results could be detrimental to an organization. As previously stated, as a longstanding member of TSUPD with institutional and organizational knowledge, Chief Green thoroughly

understands the dynamics of TSUPD and has taken measures to immediately address this need in this phase of the plan.

There is empirical evidence that supports the implementation of scenario and realistic based training programs in today's police organizations. These type of training initiatives empowers police officers and gives them the ability to operate with full confidence while performing their duties. Additionally, scenario and realistic based training has produced evidence that illustrates the reduction in citizen complaints and decreases negative contact with community members. Notably, these type of training initiatives are further supported and highly recommended to implement in President Obama's 21st Century Policing Task Force Report. With that stated, TSUPD has begun conducting extensive training and development for all personnel in the department. This initiative will be continuously performed annually. All members of the department will be trained and given the necessary tools and resources to have the best opportunities to be successful.

Conclusion

The 2015 Fall semester may be chronicled as being one of the most challenging times in the history of the University's existence. However, as illustrated since its inception, TSU is resilient and this point in history will not define or erase the rich history it has earned through the years. We *will* restore our community back to the place where our students, faculty and staff feel safe and free from harm while on and around our campus. As indicated in this report, the necessary steps to restore a learning and working environment of peace for our students, faculty, staff, and visiting constituents has begun. There is still much work to do; however, it's a new day and anyone who seeks to pose a threat to this community will not be welcome on our campus. The time for change is **N.O.W.** and every member of TSUPD is committed to ensuring TSU becomes and remains one of the safest campuses in this regional area.