

Executive Summary

June 2018



Diagnostic Analysis for the Killeen Police Department

Opportunities for Evidence-Based Technical Assistance

Deliberative and Predecisional

Preface: OJP Diagnostic Center Confidentiality Policy

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Preface: About this Document

- ▶ This document is part of the technical assistance package provided by the U.S. Department of Justice (DOJ) Office of Justice Programs (OJP) Diagnostic Center in response to a request for assistance from the City of Killeen.
- ▶ Through services provided across OJP's many programs, the Diagnostic Center aims to fulfill a nationwide call from the criminal justice community to improve access to information on what works in preventing and controlling crime, as well as provide guidance on how to implement data-driven programming. Diagnostic Center services are customized for each community's crime problem.
- ▶ The purpose of this document is to:
 - *Identify and analyze the factors* that are contributing to the issues identified in the request from the city of Killeen.
 - *Recommend data-driven solutions and promising practices* that address the contributing factors. The community has responsibility for evaluating and selecting the practices that they deem the best fit to implement in their community.
 - *Inform development of a response strategy*, in close coordination with the requesting community leaders, for implementing the recommended data-driven solutions.



Table of Contents

- ▶ Overview

- ▶ Key Findings

- Community Data
- Overall Violent Crime Data
- Homicide Crime Data
- Aggravated Assault Crime Data
- Stakeholder Interviews

- ▶ Model Practices and Recommendations

- ▶ Training and Technical Assistance Plan

- ▶ Appendix



The Killeen Police Department is concerned about increases in crime and improving community relationships

- ▶ The City of Killeen is located in central portion of the State of Texas in Bell County and adjacent to the largest military post in the Nation, Ft. Hood. The City's economy is heavily dependent on the post and the service members and their families.
- ▶ In September 2017, the City of Killeen externally hired Charles Kimble to serve as police chief.
- ▶ The Killeen Police Department (KPD) struggles with a number of staffing resource issues including:
 - A 2017 reduction in force, decreasing the number of authorized positions from 281 to 260
 - Twenty-three difficult to fill vacancies
 - A full-time crime analyst supervisor position, which has been vacant since June 2017.
- ▶ Violent crime has been on the rise since 2013, particularly homicides.
- ▶ KPD requests assistance with implementing proactive strategies to reduce crime, use department resources more efficiently and build positive relationships with the community.
- ▶ KPD seeks training and technical assistance (TTA) to:
 - Assess the scope of crime in Killeen and the department's existing resources and responses;
 - Assess community perspectives on crime and community engagement; and
 - Develop recommendations for improving data-driven response strategies.



Source: <http://www.calea.org/content/commission>; <http://www.killeentexas.gov>

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The KPD requested assistance in addressing violent crime and improving community relationships

Intended TTA Outcomes

Assist the department with achieving a reduction in violent crime that is sustainable over time while maintaining positive relationships with the community

Priority Area 1

Assess the scope of violent crime and existing strategies

Diagnostic Center Activities

- ▶ Collect and analyze violent crime data including trends over time, comparisons with similarly sized cities and mapping
- ▶ Identify current law enforcement responses to crime and public safety
- ▶ Review the crime analysis function and the use of data for patrol and management decision making
- ▶ Conduct onsite interviews with officers in various aspects of operations

Outputs

- ▶ Contributing factors, patterns and trends in crime data
- ▶ Review of the crime analysis function
- ▶ Officer perspectives and input

Priority Area 2

Assess community perspectives on crime and community engagement

- ▶ Conduct onsite interviews with justice system and community stakeholders
- ▶ Identify stakeholder groups, leaders and model practices in community engagement
- ▶ Identify strengths, gaps, challenges and areas for improvement

- ▶ Community perspectives and input
- ▶ Strengths, gaps, challenges and areas for improvement

Priority Area 3

Expand capacity for data-driven decision making

- ▶ Assess and develop recommendations for improving data-driven responses to violent crime
- ▶ Assess and develop recommendations for improving and sustaining community relationships
- ▶ Assist the KPD with implementing the recommendations through TTA

- ▶ Diagnostic Analysis
- ▶ TTA recommendations



During the Diagnose Phase, the Diagnostic Center collected data and conducted 50 structured interviews with stakeholders

The Diagnostic Center analyzed data and conducted interviews to:

- ▶ Develop a baseline understanding of violent crime and crime trends.
- ▶ Identify community perspectives and insights on crime issues and community engagement.
- ▶ Identify Killeen's strengths, challenges and areas for improvement.

Stakeholders

Number of Stakeholder Interviews	
Law Enforcement: KPD Command Staff KPD Specialized Units KPD Patrol Units KPD Detectives KPD Crime Analysts Killeen Independent School District (KISD) Police	23
Ft. Hood Stakeholders: Criminal Intelligence Division Emergency Management Services Victim Advocates	3
Community Stakeholders: Faith-based community National Association for the Advancement of Colored People (NAACP) Neighborhood Watch/Citizens Police Academy Parent-Teacher Associations	9
Criminal Justice and Social Service Stakeholders: Bell County District Attorney's Office City of Killeen Representatives Killeen Adult Probation Killeen Housing Authority Killeen Juvenile Services Social/Community Service Representatives	15

Total

50



Table of Contents

- ▶ Overview
- ▶ Key Findings
 - Community Data
 - Overall Violent Crime Data
 - Homicide Crime Data
 - Aggravated Assault Crime Data
 - Stakeholder Interviews
- ▶ Model Practices and Recommendations
- ▶ Training and Technical Assistance Plan
- ▶ Appendix

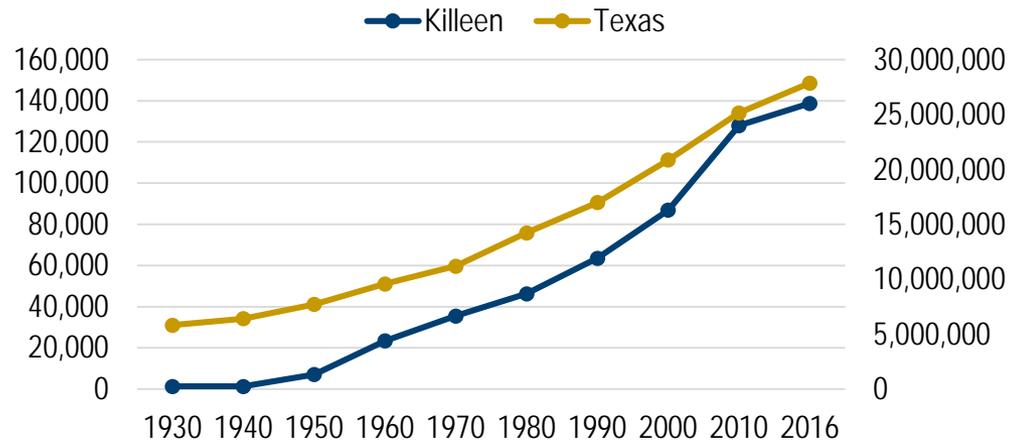


Census data revealed a young, diverse and growing population in Killeen

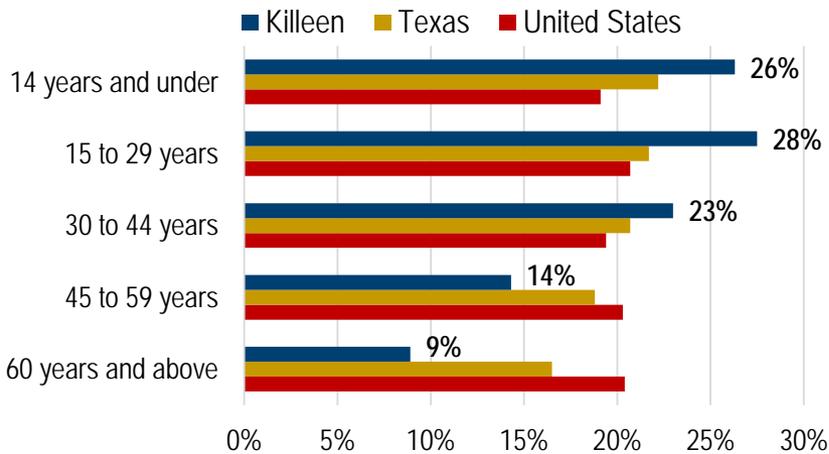
Demographics Overview - Population

- ▶ Killeen has experienced significant population growth – 43 percent increase from 2005-2016.
- ▶ Killeen's population is much younger than both the State of Texas and United States population, with 28 percent in the 15-29 age group – a cohort with typically higher crime rates.
- ▶ Killeen's population is comprised of three major racial/ethnic groups – Black (33 percent of the population), White (32 percent) and Hispanic (25 percent).

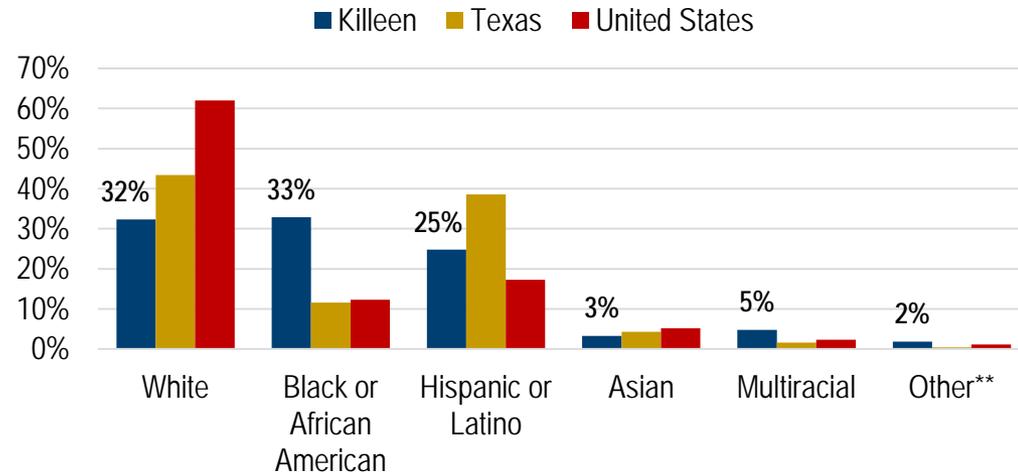
Population Trend, 1930 to 2016 (Estimate)



Population by Age, 2016 Estimates



Population by Race/Ethnicity, 2016 Estimates*



*Race and Hispanic/Latino

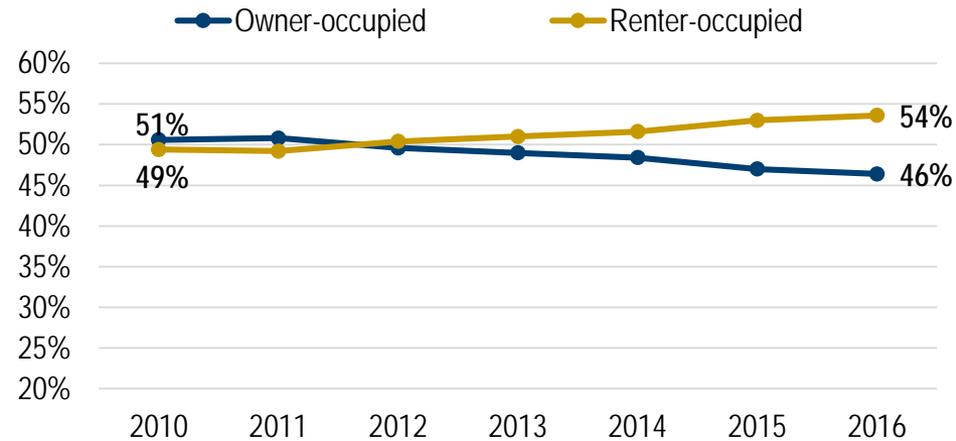
**Other includes: "American Indian and Alaska Native," "Native Hawaiian and Other Pacific Islander," and "Other race"

Killeen has a higher rate of low income households and an increasing rate of renter-occupied housing

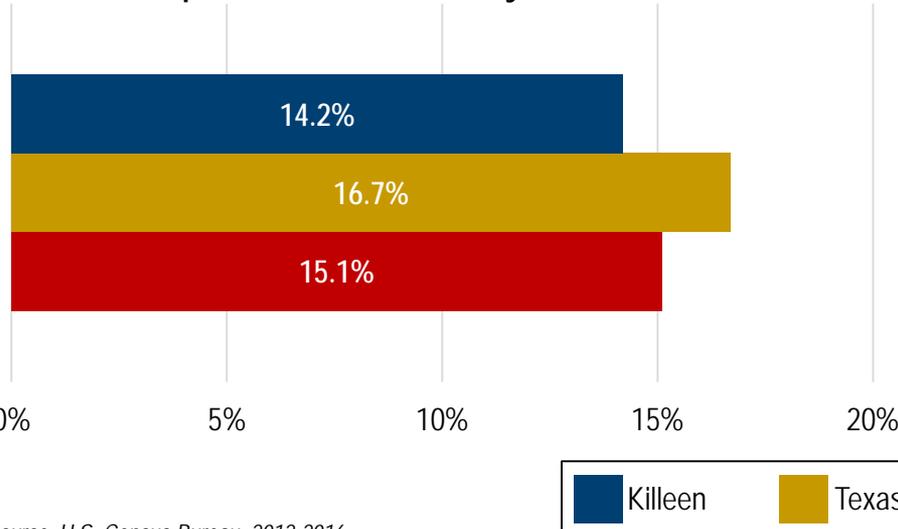
Demographics Overview – Socioeconomic Factors

- ▶ A similar proportion of Killeen’s residents live in poverty as both the State of Texas and the United States.
- ▶ A higher proportion of Killeen’s households are comprised of low income earners than the State of Texas and the United States (over half earn \$25,000-\$75,000 annually) and a smaller proportion earn higher incomes.
- ▶ Since 2010, Killeen experienced an increase in renter-occupied housing and a decrease in home-owner occupied housing. By 2016, a majority of residents (54 percent) lived in rental housing versus 46 percent in owner-occupied housing.

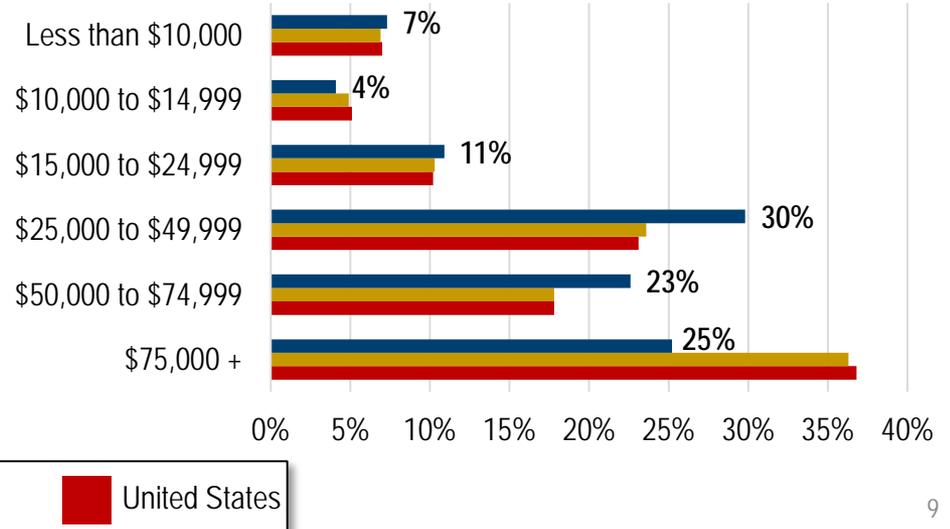
Rental and Home-Owner Occupied Housing, 2010-2016



Population Below Poverty, 2016 Estimates



Households by Income Level, 2016 Estimates



Demands on the KPD have increased at a faster rate than population growth

Calls for Service vs. Killeen Population Growth

Calls for service to the KPD almost doubled (91 percent) over the last 15 years, from 80,000 calls in 2000 to almost 160,000 calls in 2015. This growth in calls for service was greater than the population increase, which was 61 percent over the same time period.

Calls for Service versus Population Growth City of Killeen, 2000-2015

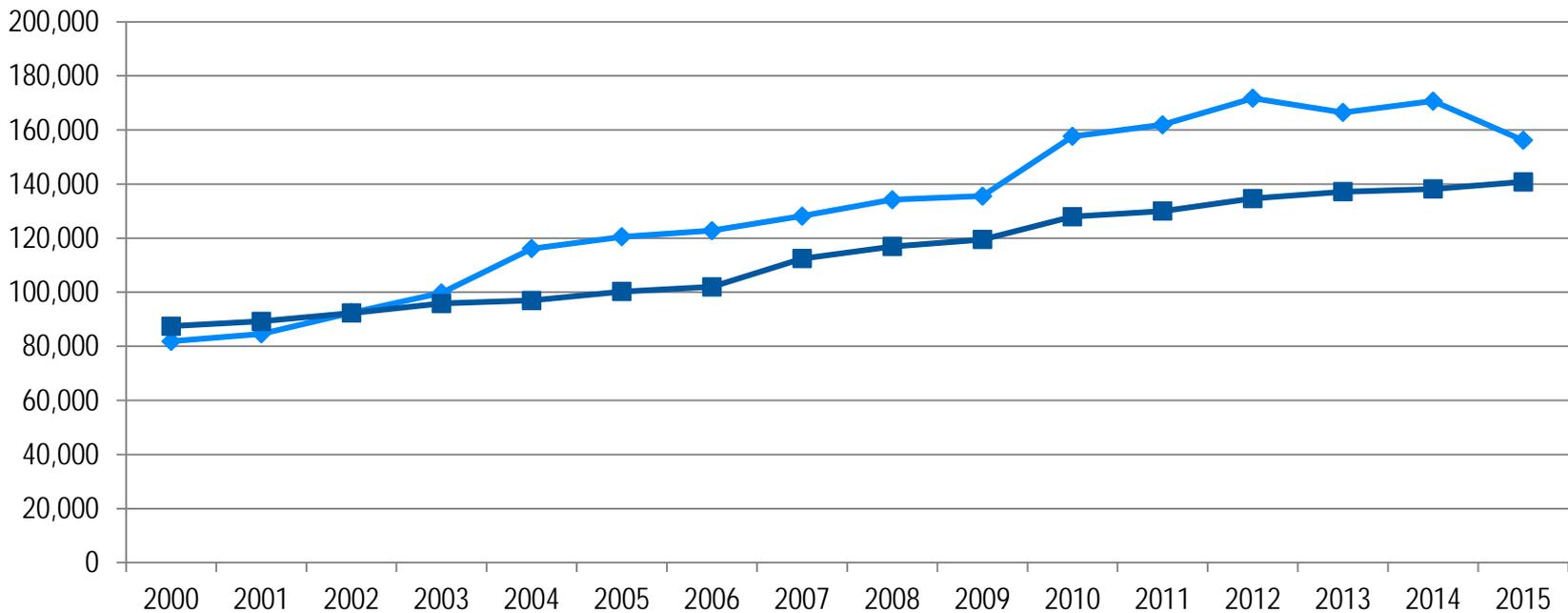


Table of Contents

- ▶ Overview
- ▶ Key Findings
 - Community Data
 - Violent Crime Data
 - Homicide Crime Data
 - Aggravated Assault Crime Data
 - Stakeholder Interviews
- ▶ Model Practices and Recommendations
- ▶ Training and Technical Assistance Plan
- ▶ Appendix



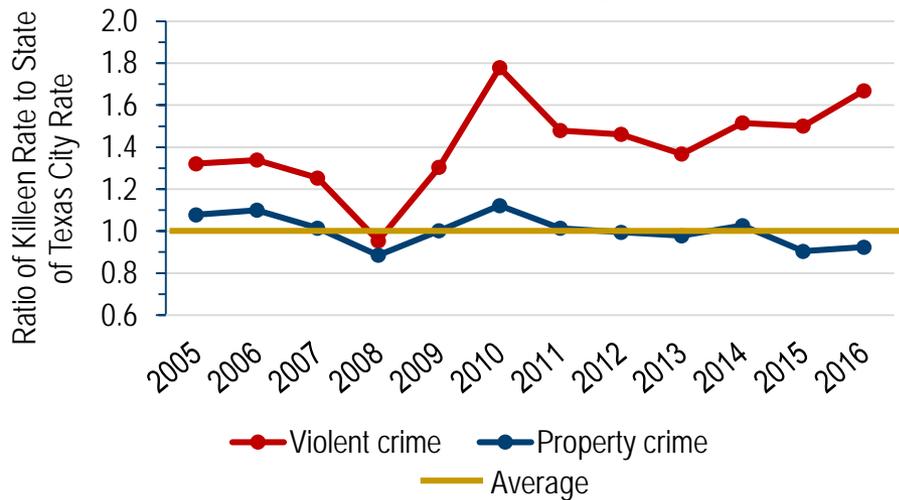
While Killeen's property crime rates are mostly below the statewide average for the State of Texas, its violent crime rates are much higher

Killeen Crime Comparisons with Other State of Texas Cities

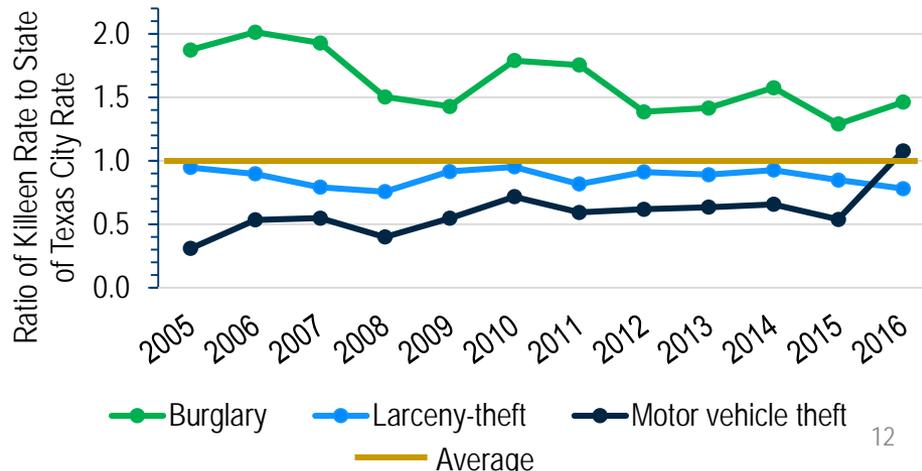
- ▶ When comparing Killeen's crime rates to statewide rates, Killeen's violent crime rate is consistently higher. In the charts below, those attributes below 1.0 indicate ratios below the average for Killeen when compared to other State of Texas cities. Those above 1.0 indicate ratios higher than the average for Killeen when compared to other State of Texas cities.
- ▶ Violent crime jumped in Killeen from 2015 to 2016, although it remains below the peak year of 2010.
- ▶ In contrast, Killeen's property crime rate is consistently lower than the statewide rate for Texas. In addition, the property crime rate decreased in Killeen from 2014 to 2016.
- ▶ Burglary rates follow a different pattern than property crime generally. They are higher in Killeen than other property crimes and above the statewide rate, although they have declined since 2006. Both larceny-theft and motor vehicle theft rates are lower in Killeen than the statewide rates. Motor vehicle theft jumped in Killeen from 2015 to 2016, although it was under the statewide rate until 2016.

Killeen Crime Rates versus Statewide Crime Rates

Violent and Property Crime



Burglary, Larceny-theft and Motor Vehicle Theft

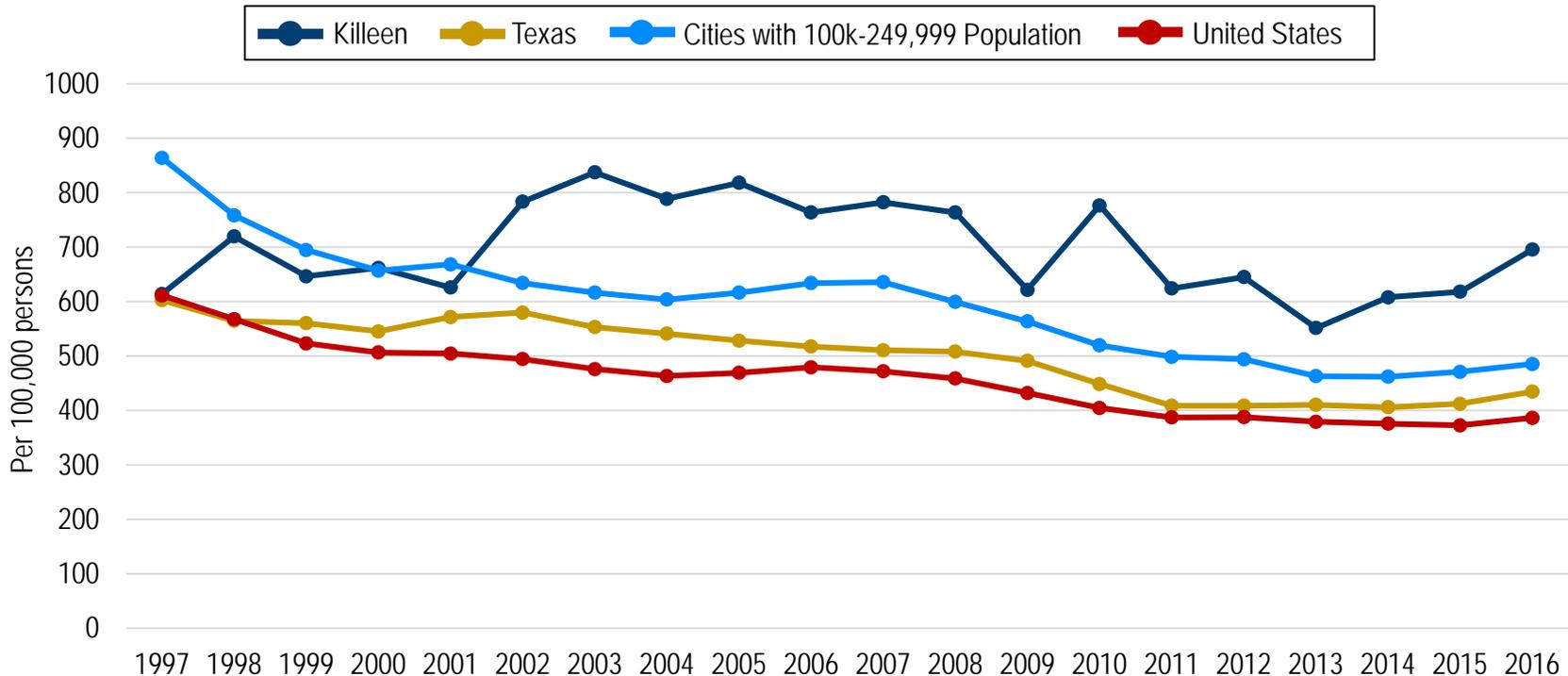


Killeen's violent crime rate is high compared to the State of Texas, similar sized cities and United States' rates

Violent Crime Rate*

- ▶ Killeen's violent crime rate peaked in 2003 (837 violent crimes per 100,000 persons) and then decreased through the year in 2016. Since 2002, Killeen's violent crime rate has been consistently higher than the State of Texas and United States rates.
- ▶ Killeen's violent crime rate jumped in recent years – by 20 percent – from 2013 to 2016.
- ▶ By 2016, Killeen's violent crime rate was 43 percent above the rate in similar sized United States cities.

Violent Crime Rate per 100,000 (1997-2016)

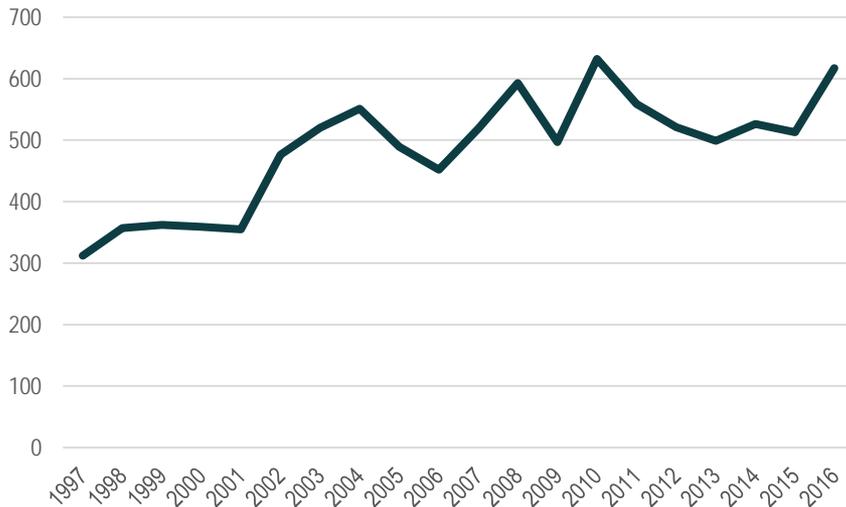


Killeen has experienced increases in aggravated assault and murder over the last two decades

Aggravated Assault

- ▶ Aggravated assaults in Killeen doubled from 1997 to 2016 (98 percent).
- ▶ The rate of aggravated assaults generally rose in Killeen until 2004, then it began to drop.
- ▶ In 2016, Killeen's aggravated assault rate was 73 percent higher than the United States' rate, and 48 percent higher than the rate in similar sized cities.

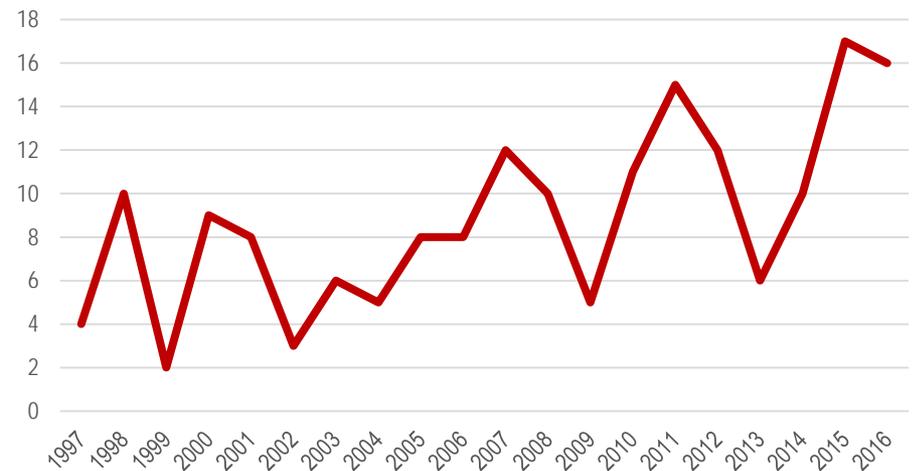
Aggravated Assault in Killeen
1997-2016



Murder*

- ▶ Murders in Killeen quadrupled from 1997 to 2016 (400 percent).
- ▶ Murder is rare, and significant annual fluctuations occur.
- ▶ The rate of murder in Killeen is highly variable.
- ▶ In 2016, Killeen's murder rate was 111 percent higher than the United States' rate, and 72 percent higher than the rate in similar sized cities.

Murder in Killeen
1997-2016



*Includes nonnegligent manslaughter

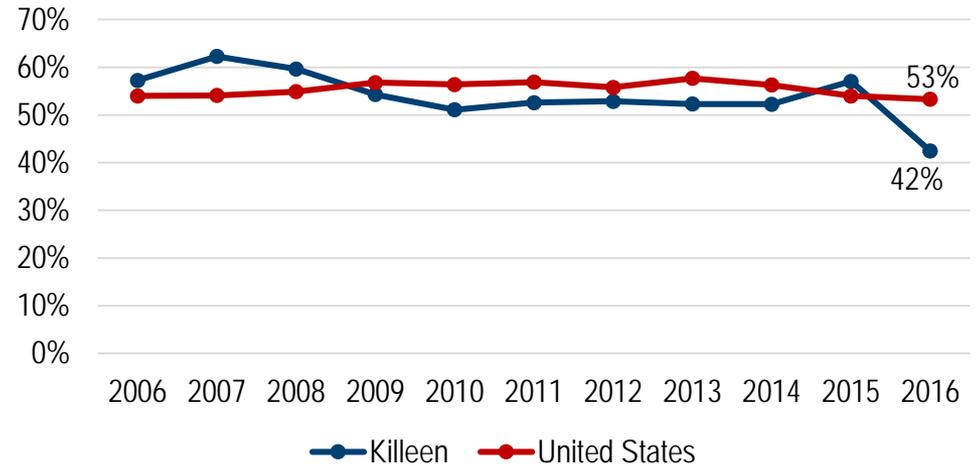
Clearance rates for homicide and aggravated assaults are declining and were below the national average in 2016

Clearance Rate Overview

- ▶ From 2006-2016, 62 percent of the homicides in Killeen were cleared, most by arrest. However, the clearance rate began dropping in 2010, a serious concern for KPD. The national homicide clearance rate in 2016 was 59 percent.
- ▶ Over the same time period, 54 percent of aggravated assaults were cleared by arrest. In 2016, this clearance rate dropped to 42 percent. The national aggravated assault clearance rate in 2016 was 53 percent.

2016 Offenses	Actual	Cleared	% Cleared
Murder	16	2	13%
Rape	129	40	31%
Robbery	234	49	21%
Aggravated Assaults	617	262	42%
Total Violent	996	353	35%
Burglary	1,124	97	9%
Larceny	2,471	359	15%
Vehicle Thefts	351	55	16%
Total Non-Violent	3,946	511	13%
Total	4,942	864	17%

Aggravated Assault Clearance Rates, 2006-2016



Homicide Clearance Rates, 2006-2016

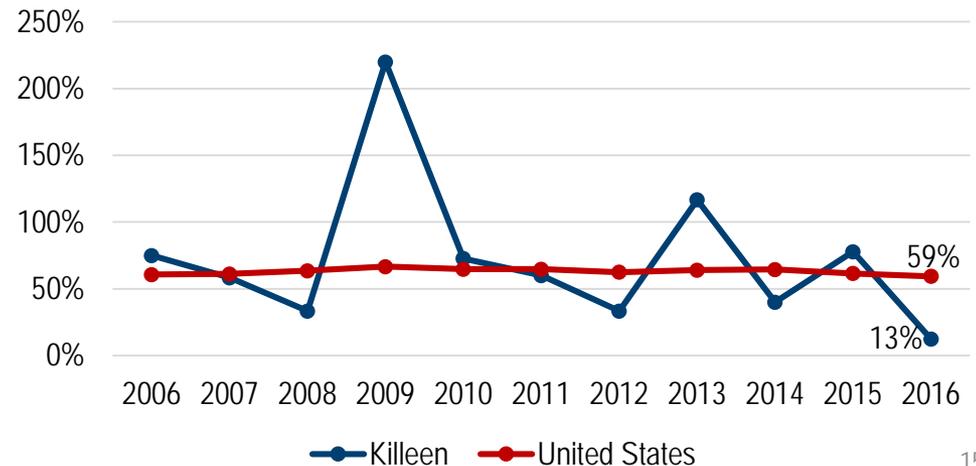


Table of Contents

- ▶ Overview
- ▶ Key Findings
 - Community Data
 - Overall Violent Crime Data
 - Homicide Data
 - Aggravated Assault Data
 - Stakeholder Interviews
- ▶ Model Practices and Recommendations
- ▶ Training and Technical Assistance Plan
- ▶ Appendix

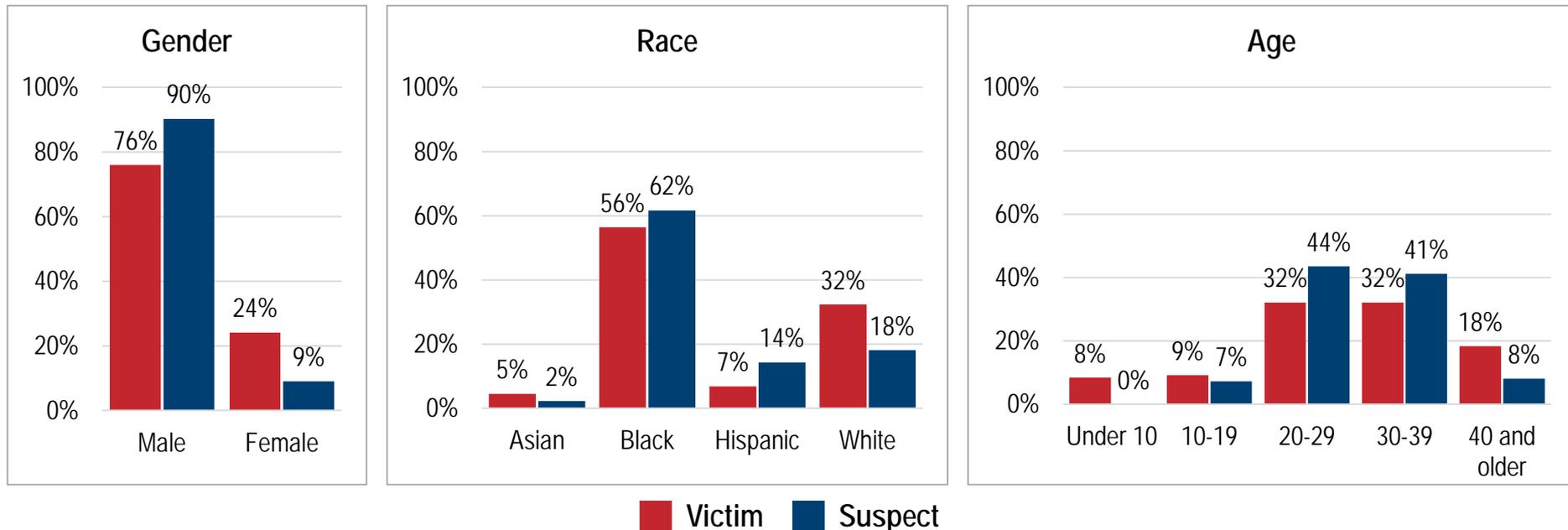


Both victims and suspects of homicides were more likely to be Black males

Victim/Suspect Demographics

- ▶ An analysis of the KPD's homicides from 2007 to 2017 (n=127) indicates both the victims and suspects were predominantly Black males.
- ▶ Over half of homicide victims were Black (56 percent), a third were White (32 percent), and a small portion were Hispanic (7 percent).
- ▶ Most homicide suspects were Black (62 percent), 18 percent were White and 14 percent were Hispanic.
- ▶ For comparison, Killeen's population is 33 percent Black, 32 percent White, and 25% Hispanic. Racial disproportionalities in homicide are lower in Killeen than in the United States as a whole.
- ▶ About a third of homicide victims were in the 20-29 age group (32 percent) and about a third were in the 30-39 age group (32 percent).
- ▶ Homicide suspects were somewhat younger than victims; 44 percent were in the 20-29 age group and 41% were in the 30-39 age group.

Homicide Victims and Suspects by Gender, Race and Age, 2007-2017

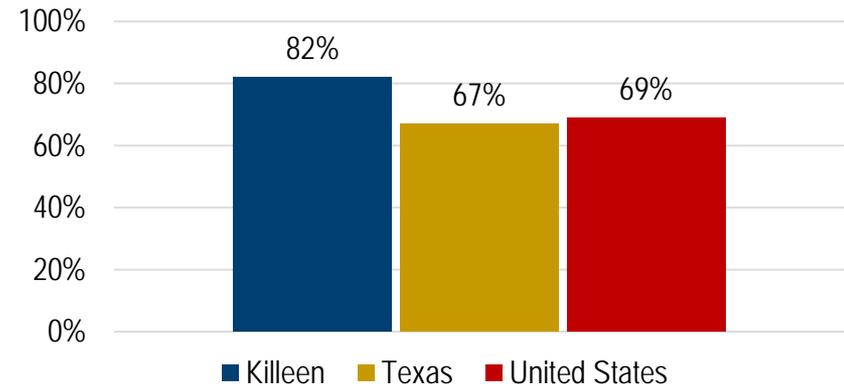


Most homicides occurred in a residence and a higher percentage were committed using a gun than in homicides nationally

Homicide Details Overview

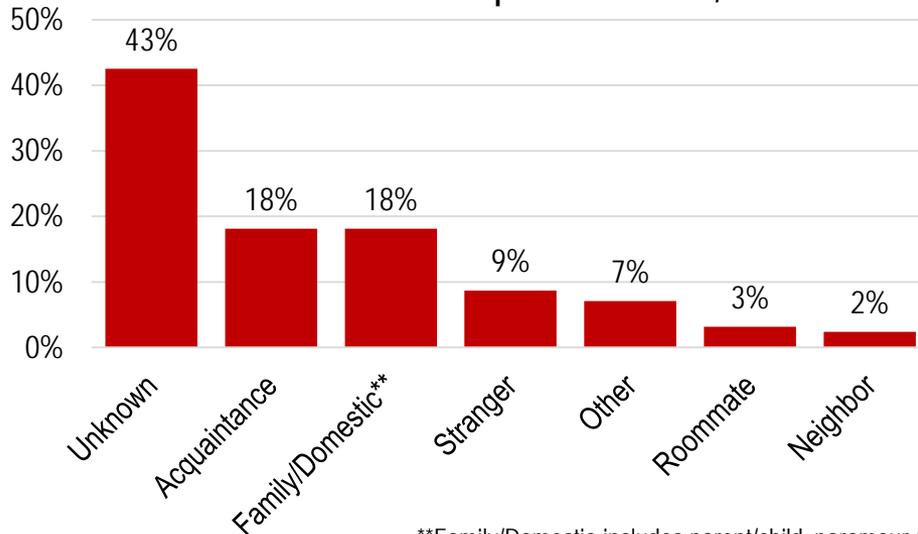
- ▶ In an analysis of homicides between 2007 and 2017 (n=127), 82 percent were committed using a firearm (n= 104); a higher percentage than in the State of Texas (67 percent) and the U.S. (69 percent).
- ▶ Most homicides in this time period were committed at a home/residence or apartment/rental property (67 percent).
- ▶ 18 percent of homicides involved a family/domestic relationship, which included the codes parent/child, paramour and spouse. (The data codes KPD uses to denote the victim-offender relationship makes it difficult to identify homicides involving domestic violence.)

Homicides Involving a Firearm 2007-2016†



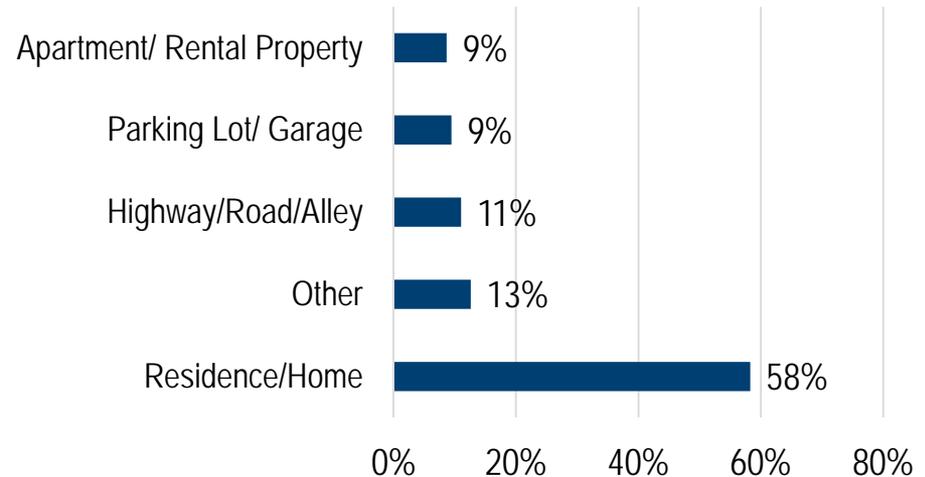
†Total number of homicides for which supplemental homicide data were received

Victim-Offender Relationship in Homicides, 2007-2017



**Family/Domestic includes parent/child, paramour and spouse

Homicide Location

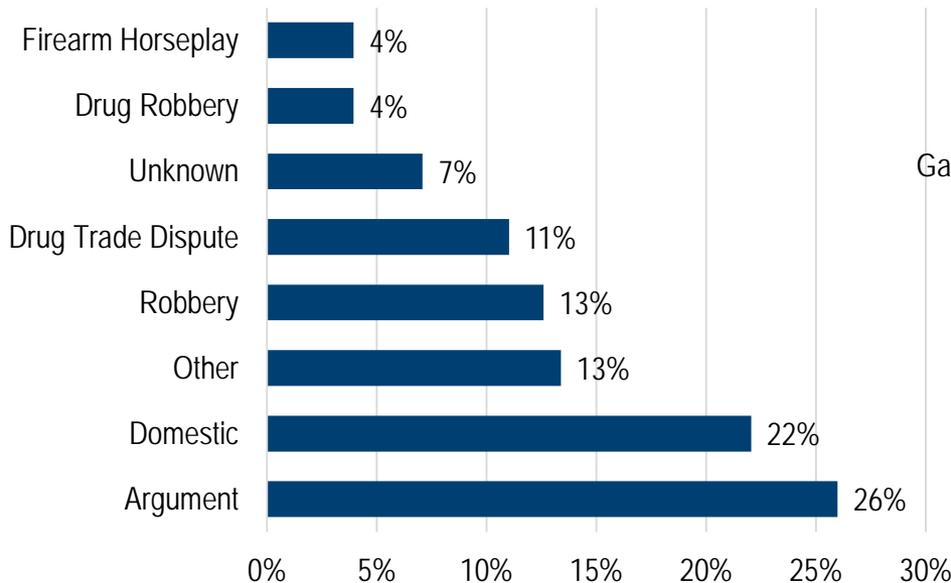


The most common circumstances involving homicides were arguments, the drug trade and domestic violence

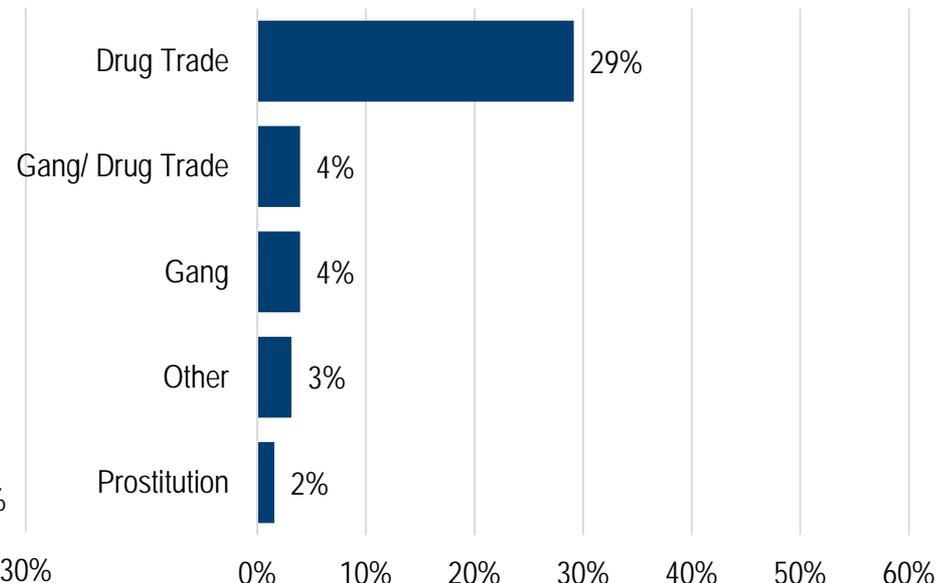
Homicide Circumstances and Victim Lifestyle Overview

- ▶ The circumstances in which a homicide occurred was unknown in many homicides (41 percent). Among homicides with known circumstances, the most frequent involved an argument (26 percent), domestic situation (22 percent) or drugs (15 percent).
- ▶ The victim's lifestyle is noted in some homicide reports and describes the victim's involvement in activities that may have contributed to the homicide. Among cases where the victim's lifestyle appears to be relevant or a factor in the homicide, the most frequent involved the drug trade (33 percent).

Homicide Circumstances, When Known (2007-2017)



Victim Lifestyle* in Homicides, 2007-2017



*Only includes data for incidents (42 percent; N = 53) where police report noted a victim lifestyle that may have been a factor in the homicide

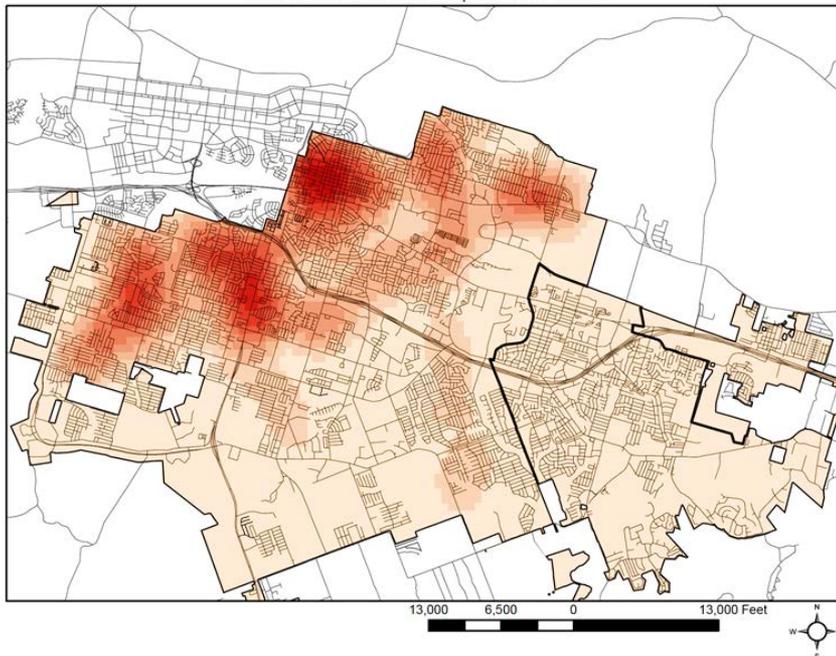
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Homicides were highly concentrated in older neighborhoods on the north side of Killeen

Hotspot Overview

- ▶ Homicides were highly concentrated in a few neighborhoods, mostly located in the northside of the city. These areas are older and characterized by higher rates of poverty with many multi-housing complexes and apartments.
- ▶ Shooting incidents (whether fatal or non-fatal) were concentrated in the same areas as homicides.
- ▶ A number of frequent flyer addresses generating a disproportionate number of calls for service and violent crime incidents were also located in the northwestern part of the city.

Homicide Hot Spots 2007-2017



Shooting Incident Hot Spots, 2007-2017

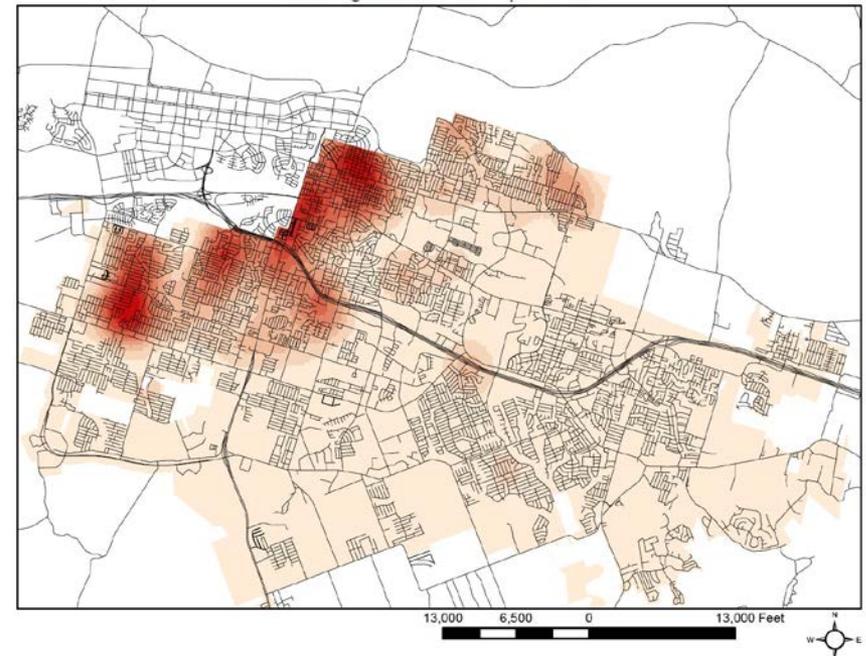


Table of Contents

- ▶ Overview
- ▶ Key Findings
 - Community Data
 - Overall Violent Crime Data
 - Homicide Crime Data
 - Aggravated Assault Crime Data
 - Stakeholder Interviews
- ▶ Model Practices and Recommendations
- ▶ Training and Technical Assistance Plan
- ▶ Appendix

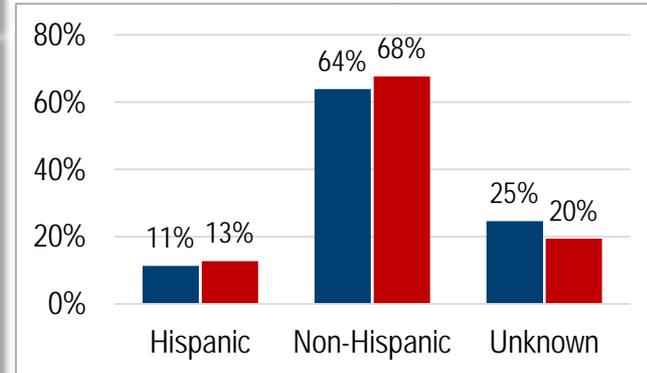


Both victims and suspects of aggravated assaults were more likely to be young Black males

Aggravated Assault Victim and Suspect Overview

- ▶ In an analysis of aggravated assaults from 2007-2017 (n=5,127), the majority of victims and suspects were Black (55 percent). More than a third of victims were White (37 percent); 27 percent of suspects were White. Very few victims or suspects were Hispanic.
- ▶ Both victims and suspects of aggravated assault tended to be younger than those involved in homicides. More than 40 percent were 21-30 years old; another 20 percent were aged 11-20.

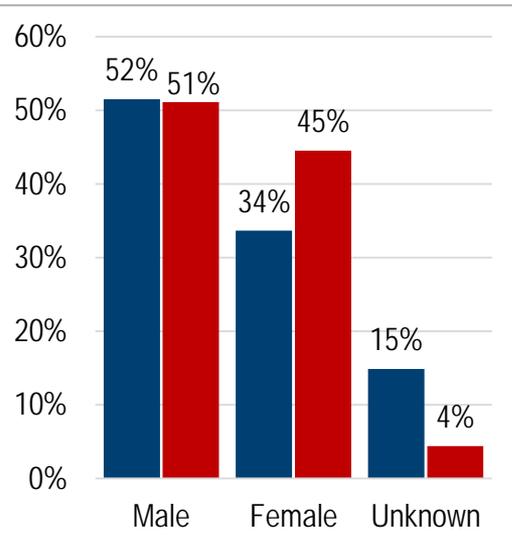
Ethnicity



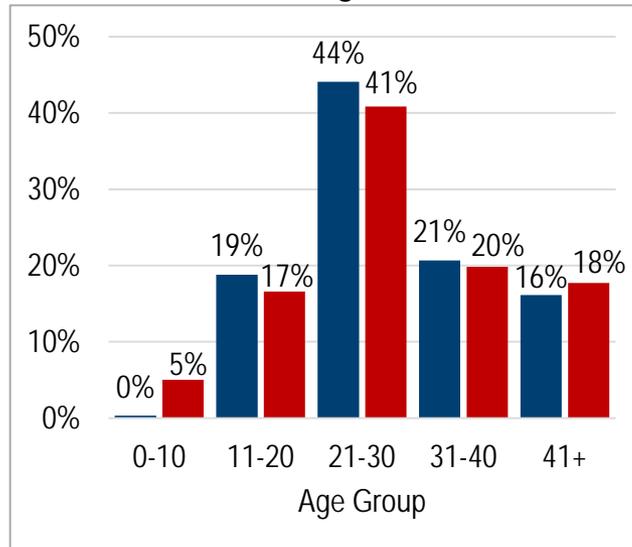
Distribution of Aggravated Assault Victims and Suspects by Gender, Race and Age, 2007-2017

■ Suspect ■ Victim

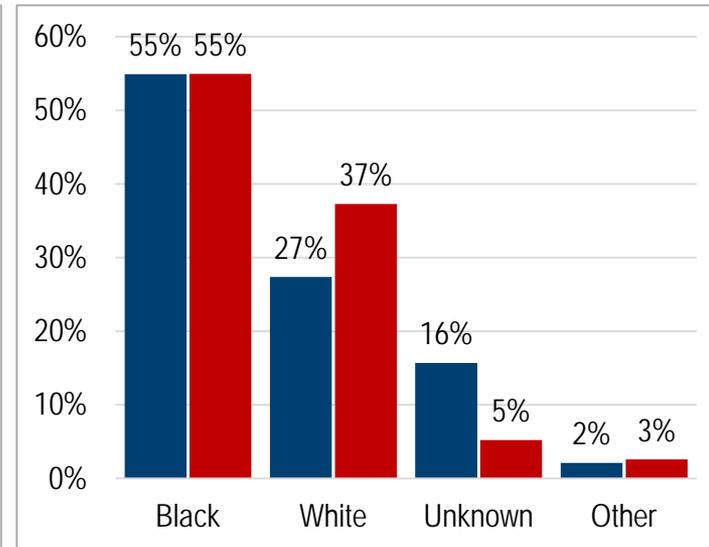
Gender



Age



Race

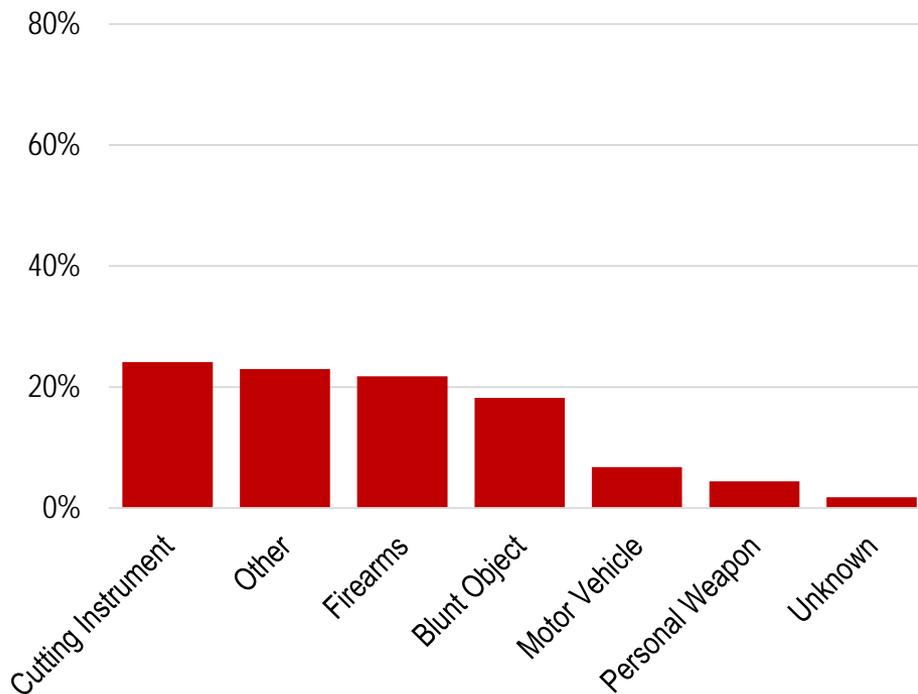


Most aggravated assaults occurred in a residence and close to half involved a knife or gun.

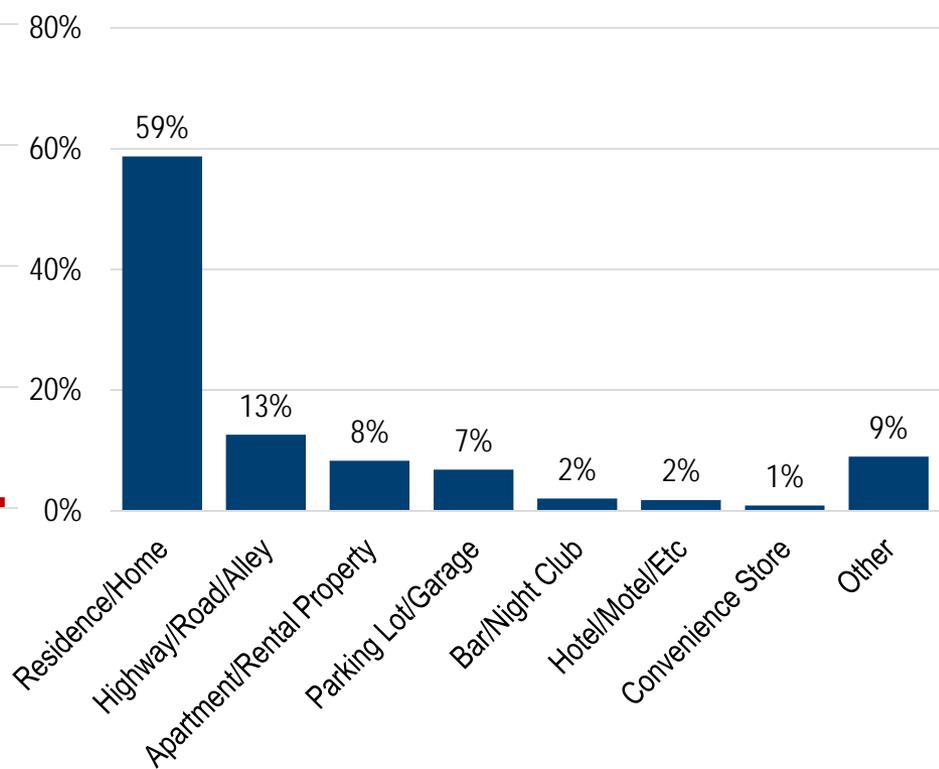
Aggravated Assault Weapon and Location Overview

- ▶ Close to a quarter of aggravated assaults involved a knife (24 percent) while 22 percent involved the use of a gun.
- ▶ Most aggravated assaults occurred in a residence or home (59 percent).

Aggravated Assaults by Weapon Type 2007-2017



Aggravated Assaults by Location 2007-2017

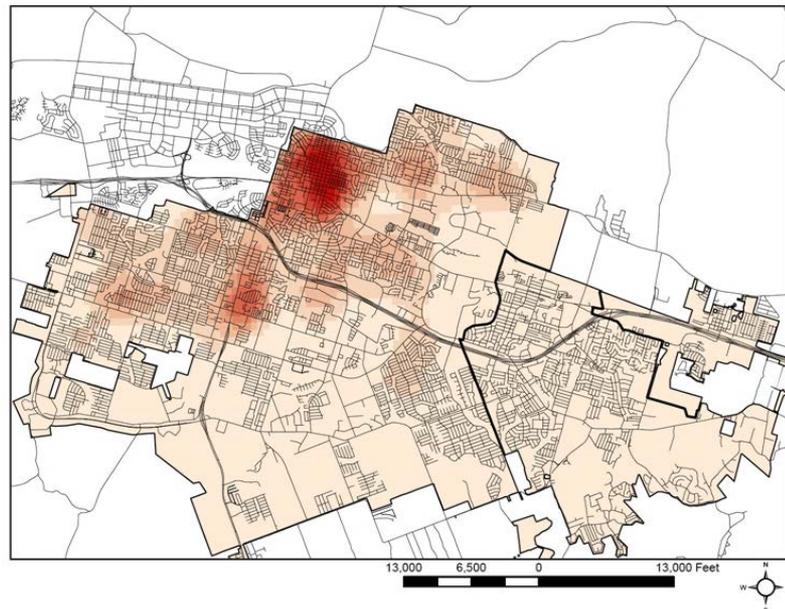


Aggravated assaults were more highly concentrated than homicide, similar to drug hot spots

Aggravated Assault Hotspot Overview

- ▶ Aggravated assaults were highly concentrated in the very northwest part of the city, also a hotspot for homicides and drug offenses.
- ▶ Another pocket of aggravated assaults occurred south of I-14 in an area with bars and clubs, adjacent to fourplex housing developments.
- ▶ Aggravated assaults with a firearm were concentrated in a number of pockets across the northside area of the city.
- ▶ These areas are characterized by higher levels of poverty, older built environments and numerous rental properties.

All Aggravated Assaults Hot Spots
2007-2017



Aggravated Assaults with
Firearms Hot Spots 2007-2017

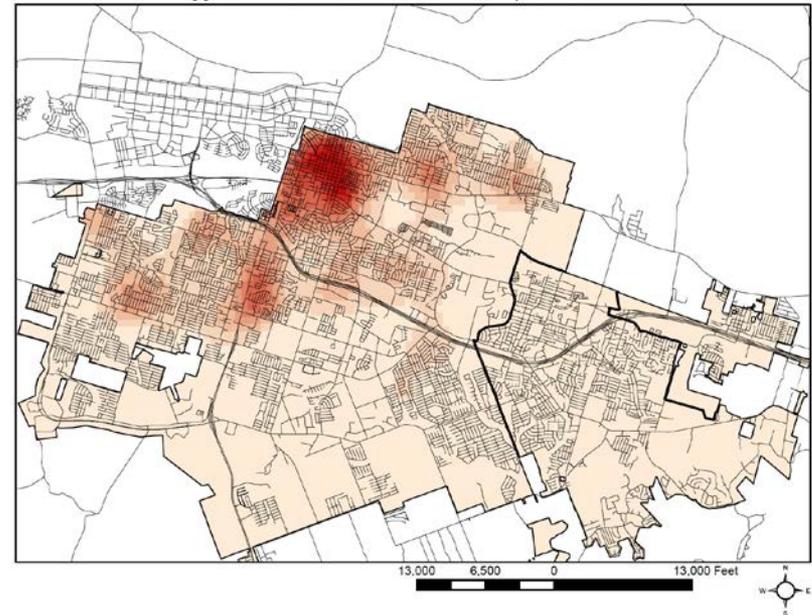


Table of Contents

- ▶ Overview
- ▶ Key Findings
 - Community Data
 - Overall Violent Crime Data
 - Homicide Crime Data
 - Aggravated Assault Crime Data
 - Stakeholder Interviews
- ▶ Model Practices and Recommendations
- ▶ Training and Technical Assistance Plan
- ▶ Appendix



Stakeholders described strengths in the Killeen community related to public safety

Key Strengths

City of Killeen

- ▶ Killeen is located adjacent to Fort Hood, which serves as Killeen's major employer.
- ▶ Fort Hood has brought an influx of people from around the nation and world to Killeen, resulting in a diverse and well-blended city population.
- ▶ Killeen has a number of social services to address the needs of residents, including Central Counties Center for MHMR, The Front Door, Families in Crisis, Aware Central Texas, Texas Correctional Office on Offenders with Medical or Mental Impairments, STARRY, Hope for the Hungry, Family Promise, Boys and Girls Clubs of Central Texas, Ft. Hood Sexual Assault/Response and Prevention Program and the Mobile Crisis Outreach Team.

Local Law Enforcement

- ▶ The KPD hired a new police chief in 2017 who was hired externally. The Chief is focusing on four core principles -- crime reduction, operational efficiency, relationship building with the community and accountability.
- ▶ Ft. Hood's Department of Emergency Services uses an evidence-based lethality assessment to triage domestic violence cases to help prevent further family violence with the military population.

Bell County, Texas

- ▶ The County has a Drug Court which provides a cost-effective alternative to traditional criminal case processing for those charged with nonviolent offenses related to substance abuse and combines intensive supervision with substance abuse treatment.
- ▶ The County also has a Veterans Treatment Court which serves pre- and post-adjudicated Veterans charged with a misdemeanor offense and works collaboratively with the VA and other Veteran and community organizations to provide evidenced-based practices to help Veterans get back on track.

Despite these positive signs, stakeholders identified several key challenges Killeen faces

Key Challenges

Community Barriers

- ▶ Transient and growing population largely due to the military
- ▶ Older neighborhoods on the northside comprised of multi-family dwellings and apartment complexes with higher crime
- ▶ Pockets of poverty and drug use contribute to crime problems
- ▶ Demands of military service may contribute to victimization of military members and their families
- ▶ Increasing involvement of youth in violent crime
- ▶ Lack of community involvement and willingness of residents' to serve as witnesses to crime
- ▶ Strained local government budgets due to population growth and military-related issues
- ▶ Perception of a lack of job opportunities, transportation and access to services

Gaps in Social Services

- ▶ Lack of:
 - Prosocial activities for young people at key times (e.g., afterschool, holidays, summers)
 - Coordination among social service agencies and programs to better utilize available resources
 - Collaboration among systems and services (e.g. local government and the schools)
- ▶ Limited community awareness and access to services including mental health, support for families (mentoring, tutoring, life skills, parent training) and drug treatment
- ▶ Minimal coordinated responses and training to address domestic violence

Gaps in Collaboration

- ▶ Gaps in relationship between KPD and:
 - District Attorney's Office, need for more frequent communication and feedback as well as cross training
 - Bell County Juvenile Services, need for more frequent communication and cross training
- ▶ Need for KISD Police Department and KPD to partner on programs that foster trust between police and youth
- ▶ Lack of local government involvement in crime prevention and youth development
- ▶ Minimal community collaboration and leadership on key public safety issues



Law enforcement stakeholders identified a number of challenges facing the KPD

Resources

Decrease in authorized positions; inefficient division of resources; high attrition

Patrol Division

Fewer officers to address increasing calls for service; not enough officers on duty and on patrol

Gang Unit

Under-staffed and under-resourced gang unit; lack of intelligence gathering on high risk individuals

Crime Analysis

Lack of a dedicated crime analysis function to support use of data-driven approaches

Morale

Low morale among officers; lack of officer input into decision making

Training and Report Writing

Gaps in training and poor police report writing hinder investigations and outcomes

Communications

Lack of clear and consistent internal communications and information flow; perception that commanders are not all on the same page

Community Relations

Inconsistent relationships between police and the Killeen community

Coordination and Collaboration

Gaps in coordination and collaboration with partner agencies

Technology

Outdated technology that does not meet the needs of end users; lack of integrated systems

Clearance Rates

Too few crimes being solved; low clearance rates

Violence Reduction Strategy

Lack of a violence reduction strategy and sustainability of what works

Based on the data and interviews, the Diagnostic Center identified Killeen's public safety challenges

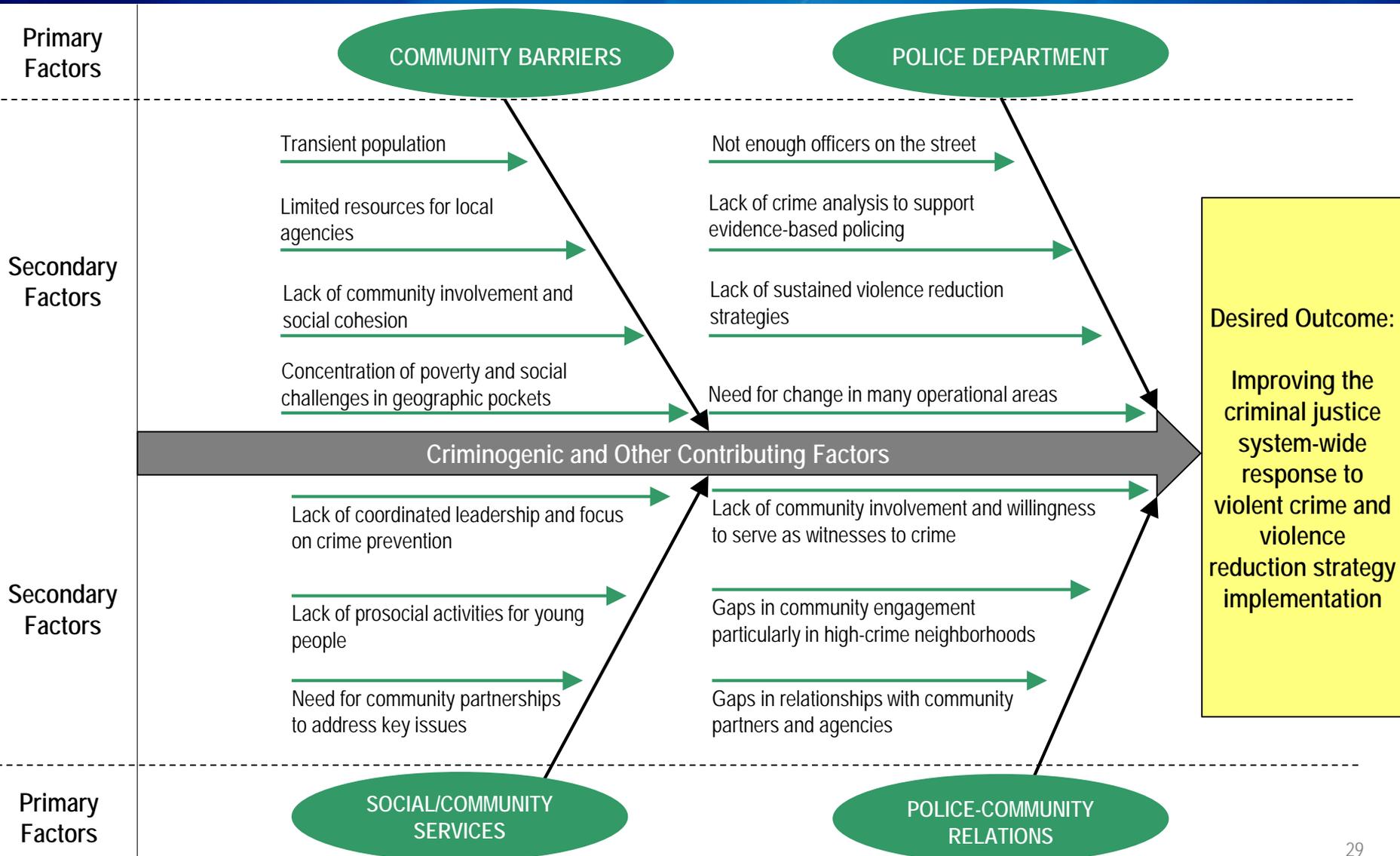
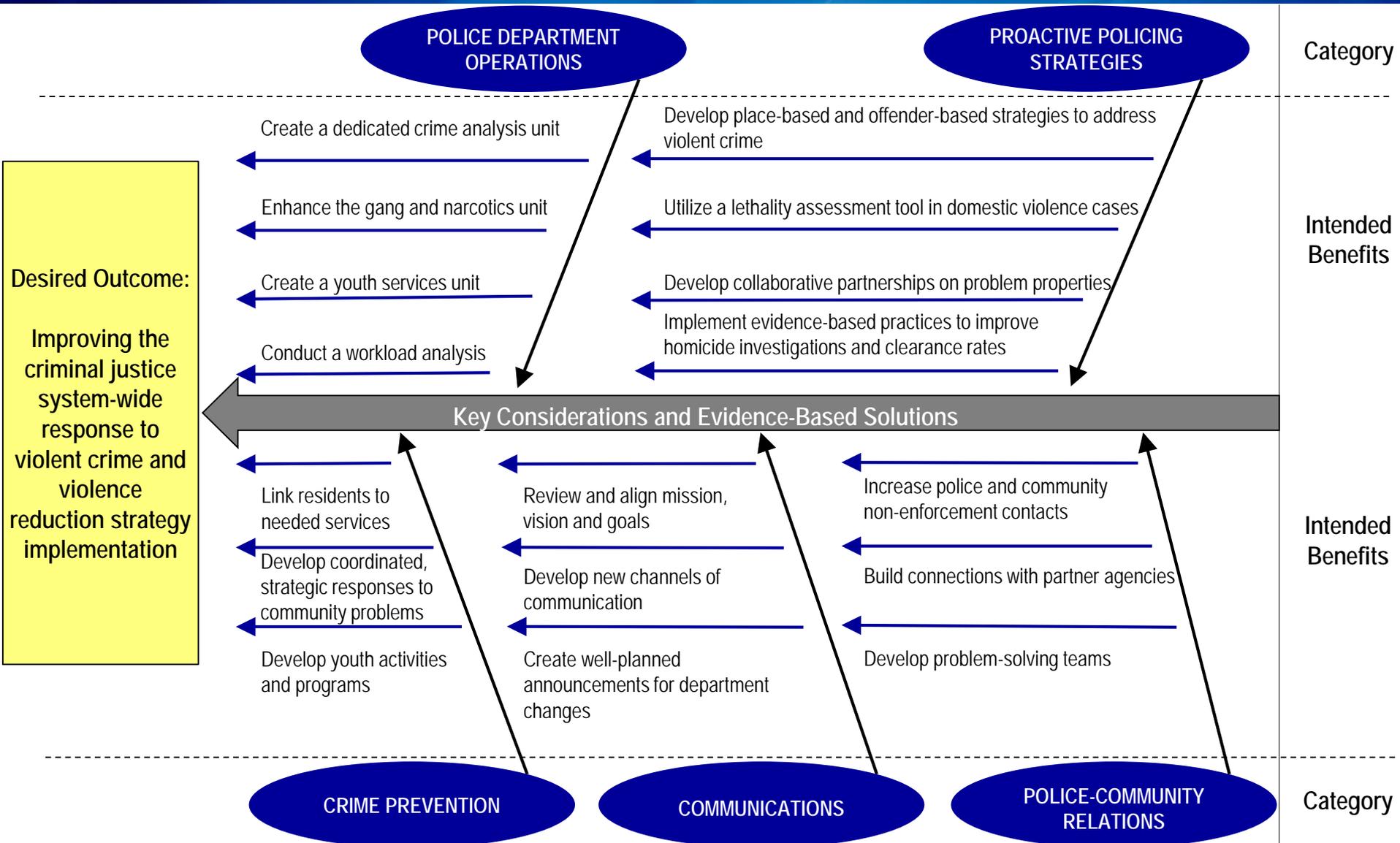


Table of Contents

- ▶ Overview
- ▶ Key Findings
 - Community Data
 - Overall Violent Crime Data
 - Homicide Crime Data
 - Aggravated Assault Crime Data
 - Stakeholder Interviews
- ▶ Model Practices and Recommendations
- ▶ Training and Technical Assistance Plan
- ▶ Appendix



The Diagnostic Center identified model practices to address the contributing factors revealed in the Diagnose phase



The Diagnostic Center identified several types of model approaches for violence reduction

Violence Reduction Approaches

Place-based

Research indicates violence is highly concentrated in micro hot spots (i.e. a single building or address, street blocks or segments or clusters of addresses). Consequently, place-based strategies can be effective. These strategies require geographic analysis of crime data to identify specific, persistent hot spots. Then, a number of enforcement strategies can be employed at the hot spot locations. Problem-oriented policing, and place-based derivatives such as PIVOT (Place-based Investigations of Violent Offender Territories), are preferable strategies relative to simply increasing police visibility and making additional arrests. Problem-oriented policing methods use non-traditional approaches and a focus on collaboration with the community to change the underlying causes of recurring crime.

Offender-based

Research indicates violence is usually concentrated among a small number of high rate offenders. These strategies require data-driven approaches to identify the most appropriate offenders in order to have the greatest impact on violence. Based on set criteria, a list of offenders is created such as a chronic violent offender or “worst of the worst” list. Various methods can be used to address the targeted offenders.

Violent Offenders in Persistent Hot Spots

Combining place-based and offender-based approaches, also known as “hot people in hot places,” results in a powerful policing strategy that focuses attention on high risk offenders operating in neighborhoods with high levels of violence.

The Diagnostic Center identified several model approaches for crime prevention

Crime Prevention Approaches

Community Policing

Community policing promotes strategies that support the use of partnerships and problem-solving techniques to proactively address the conditions that give rise to crime, social disorder and fear of crime. There are three components:

- ▶ Community partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police.
- ▶ Problem-solving is the process of engaging in the proactive and systematic examination of identified problems to develop and evaluate effective responses.
- ▶ Organizational change is the alignment of management, structure, personnel and information systems to support community partnerships and proactive problem-solving.

Problem-Oriented Policing

Problem-oriented policing (POP) is an analytic method used by police to develop strategies that prevent and reduce crime. Under the POP model, police agencies are expected to systematically analyze the problems of a community, collaborate with local residents, search for effective solutions to the problems by working with partner agencies and evaluate the impact of their efforts. POP represents police-led efforts to change the underlying conditions at hot spots that lead to recurring crime problems. It also requires police to look past traditional strategies and consider other possible approaches for addressing crime and disorder.

The Diagnostic Center identified several model approaches for crime prevention

Crime Prevention Approaches, continued

Crime Prevention Through Environmental Design (CPTED)

CPTED encourages consideration of the design, maintenance and use of the built environment in order to enhance quality of life and to reduce both the incidence and fear of crime. CPTED involves the balanced application of these principles:

- ▶ *Natural surveillance* refers to the placement of physical features that maximize visibility and eliminate hiding places such as street lights.
- ▶ *Access management* involves guiding people or limiting access to certain areas by using signs, well-marked entrances and exits and landscaping.
- ▶ *Territoriality* is defined by a clear delineation of space, expressions of pride or ownership and the creation of a welcoming environment.
- ▶ *Physical maintenance* includes repair and general upkeep of space.

Using these model approaches, the Diagnostic Center prepared several considerations for the KPD

Factor #1: Proactive Policing Strategies Focused on Violent Crime

Strategic Improvement

KPD should develop proactive violence reduction strategies using evidence-based approaches and sustain what works.

Recommended Practices

- ▶ Develop more focused and intensive strategies for addressing violent crime by:
 - Enhancing crime analysis and intelligence gathering capabilities within KPD
 - Creating criteria and data to identify chronic violent offenders and chronic violent hot spots (or “hot list” of individuals and places causing the greatest harm) and linking them with proactive intervention strategies
 - Developing systematic methods for sharing, on a regular basis, the hot lists and other key data with the gang unit, detectives, patrol officers, etc.
- ▶ Develop a collaborative partnership to address problem properties in violent hot spots, that is, locations that generate a disproportionate number of calls for service and violent crime incidents. In Killeen, most problem properties are multi-housing complexes and/or apartment buildings. Work with local agencies including code enforcement, apartment managers, and community residents using a problem-oriented policing approach. Consider strategies such as CPTED, nuisance abatement (using building codes, fire codes, zoning, etc. to improve the quality of life within neighborhoods) and other collaborative prevention approaches.
- ▶ Improve the violent crime clearance rate through more effective, evidence-based investigative processes and accountability structures. Partner with the District Attorney’s Office in these efforts to improve communication and coordination between the two agencies.
- ▶ Build and sustain a research partnership with a local university researcher who can provide analytical and evaluation support and assist with developing and evaluating crime strategies and grant funded programs.
- ▶ Consider using a lethality assessment (which identifies and documents risk factors for serious or lethal intimate partner violence) to determine appropriate follow-up measures and prevent further violence. Coordinate with Ft. Hood’s Law Enforcement Division which currently uses a lethality assessment in domestic violence cases.



Using these model practices, the Diagnostic Center prepared several considerations for the KPD

Factor #2: Police Department Operations	
Strategic Improvement	KPD should continue to make operational changes and enhancements to address resource gaps, increase efficiencies and support evidence-based policing.
Recommended Practices	<ul style="list-style-type: none"> ▶ Conduct a workload analysis to determine overall staffing needs for the department and optimal patrol deployments in violent crime hot spots during peak times. Analyze calls for service and crimes by area (district, beat) and time (time of day, day of week) and allocate resources accordingly. It may be necessary to breakdown beats into two beats or assign multiple cars to the same beat on certain days and/or times. ▶ Create a youth services unit to address juvenile crime and offenders and other youth-related issues. Shift responsibility for runaways from the Property Crimes Division to this new unit. Communicate and coordinate frequently with Bell County Juvenile Services and Juvenile Detention and share information with appropriate units in the department, particularly patrol. ▶ Expand the gang and narcotics units to enhance their ability to collect quality data and intelligence information and share this information with appropriate units in the department, particularly patrol. ▶ Develop a crime analysis unit that focuses exclusively on tactical products, intelligence and communication of information to patrol and CID. Crime analysis is a force-multiplier by focusing the department's limited resources on hot spot locations, high risk individuals, problem-solving strategies, and data-driven approaches. ▶ Conduct a technology assessment to determine how the department will address the many challenges in this area. Give officers the opportunity to provide input and attempt to integrate systems that better address public safety. ▶ Enhance officer training in areas such as procedural justice, leadership, crisis intervention, report writing, and handling domestic violence incidents. ▶ Improve crime analysis capabilities by developing data collection and coding categories based on offending behaviors to facilitate understanding and responding to problems. Examples include domestic violence, drug crime, gang activity, and mental health issues.



Using these model practices, the Diagnostic Center prepared several considerations for the KPD

Factor #3: Police-Community Relations

Strategic Improvement

KPD should give priority to community engagement and collaboration and integrate community policing at all levels of the department.

Recommended Practices

- ▶ Expand efforts to build positive community relationships, giving special attention to young people and to communities in violent crime hot spots. Integrate community policing goals and practices into policy, training and performance evaluations. Officers should attend community events regularly, visit schools, develop bike patrols, engage in problem solving, etc.
- ▶ Develop problem-solving teams within violent crime hot spots to work with community members and partner agencies to address community problems that lead to crime and criminal activity.
- ▶ Consider holding “front porch roll calls” to create a team approach to crime fighting. Roll calls take place at the start of a shift and includes an overview of crime patterns and other significant information. Front porch roll calls, which can be rotated among various community locations, allow the citizens an opportunity to meet and interact with officers in their district and learn more about crime in their neighborhood and how they can participate in crime prevention.
- ▶ Consider integrating “Beyond the Badge” into new recruit training. This initiative extends new recruit training by a week to allow new recruits time to volunteer with local social service agencies. This helps build empathy with the community and builds connections to partner agencies.



Using these model practices, the Diagnostic Center prepared several considerations for the KPD

Factor #4: Enhance Communications

Strategic Improvement

The KPD should improve internal communication practices to enhance information sharing and flow within the department and boost department morale.

Recommended Practices

- ▶ Review the department's mission, vision and goals; align with the current thinking of leadership; seek input and buy-in from influencers throughout the organization; communicate the results to the rank and file. Ensure that all department activities, programs, and communication support the mission, vision and goals. Convey to officers and employees how they must support and help meet the mission, vision and goals.
- ▶ Develop new channels of communication to enhance information sharing, such as:
 - Create a basic blog on the intranet homepage where the police chief and command staff can post messages for the entire department. This flow of information will be motivating to younger officers who are used to receiving information on-line as well as more seasoned officers who may feel disconnected from the department's mission.
 - Create a chief's vlog (video blog from the police chief to the entire department) that can be posted on the intranet blog on a regular basis. Videos should discuss major updates and organizational changes, promote positive messages, and highlight when officers partner with citizens to solve problems. They should run from one minute to a minute and a half and can be videotaped using a smartphone.
- ▶ When making organizational changes and reforms, use multiple communication channels to inform the rank and file and external stakeholders. Create well-planned and organized announcements for change.
 - Seek ongoing input and buy-in from influencers throughout the organization
 - Ensure messaging consistency by developing talking points from the chief's office and sharing information with command staff to convey at roll calls
 - Align chief's video blogs with planned roll call messages
 - Hold press conferences and send out social media messages to share changes with the public
 - Invite key stakeholders and community influencers to attend the press conferences



Using these model practices, the Diagnostic Center prepared several considerations for the City of Killeen

Factor #5: Crime Prevention	
Strategic Improvement	The City of Killeen should work with KPD and other community agencies to prevent crime and link residents to needed services.
Recommended Practices	<ul style="list-style-type: none"> ▶ Work with faith-based leaders and the schools to develop and implement youth activities and programs at key times for crime prevention (after school, weekends, holidays, summer). ▶ Identify social services (e.g., mental health, drug treatment, domestic violence, housing assistance, etc.) and help local residents become aware of these services and how to access them. Post information on the city's website, invite service providers to neighborhood meetings and service fairs, encourage service providers to work with apartment managers to improve awareness among renters, etc. ▶ Provide police officers with laminated cards that list the social service agencies such as a phone number and website including domestic violence and victim advocates, mental health providers, support for families (mentoring, tutoring, life skills, parent training) and drug treatment. When officers provide this information to citizens in need or crisis, they are showing the community they care and building connections to partner agencies. ▶ Bring together stakeholders to develop coordinated, strategic responses to community problems such as illegal drug use. Develop collaborations and seek additional funding and resources (e.g. from grants, foundations, etc.).



Table of Contents

- ▶ Overview
- ▶ Key Findings
 - Community Data
 - Overall Violent Crime Data
 - Homicide Crime Data
 - Aggravated Assault Crime Data
 - Stakeholder Interviews
- ▶ Model Practices and Recommendations
- ▶ Training and Technical Assistance Plan
- ▶ Appendix



The Diagnostic Center proposes the following training areas to support implementation of the recommendations

1

Collaborative Strategies on Problem Properties

- ▶ **Goal:** Build capacity in Killeen to use collaborative processes and prevention strategies to address problem properties in violent crime hot spots.
- ▶ **TTA Activity:** The Diagnostic Center proposes training aimed at preventing crime in hot spot areas. This training will focus on CPTED, nuisance abatement (strategies that use building codes, fire codes, zoning, etc. to improve the quality of life within neighborhoods) and other collaborative prevention strategies.
- ▶ **Target Audience:** KPD, rental property managers, code enforcement, local government agencies, community members and other stakeholders

2

Improving Homicide Investigative Capacity and Clearance Rates

- ▶ **Goal:** Build capacity in KPD to implement evidence-based practices in homicide investigations and clearances.
- ▶ **TTA:** The Diagnostic Center proposes technical assistance for KPD aimed at improving homicide clearance rates through the implementation of best practices. (Source: Homicide Process Mapping: Best Practices for Increasing Homicide Clearances, David L. Carter, Bureau of Justice Assistance)
- ▶ **Target Audience:** KPD, District Attorney's Office

The Diagnostic Center proposes the following training areas to support implementation of the recommendations

3

Communication Strategies for Law Enforcement

- ▶ **Goal:** Build capacity in KPD for improved communications both internally and with external stakeholders and the community.
- ▶ **TTA Activity:** The Diagnostic Center proposes training and technical assistance to enhance communications to improve internal information sharing and flow, boost department morale and improve relationships between the department and justice system agencies and the community.
- ▶ **Target Audience:** Police Chief, KPD Command Staff, partner agencies

4

Focused Deterrence Strategies to Address Violent Offenders

- ▶ **Goal:** Build capacity in KPD to implement focused deterrence strategies that focus on violent offenders.
- ▶ **TTA:** The Diagnostic Center proposes technical assistance for KPD to help transfer knowledge on focused deterrence strategies and best practices for implementing them. This may be in the form of peer to peer assistance involving the selection of a police department with experience in focused deterrence that KPD could visit and learn from or direct technical assistance and training in Killeen.
- ▶ **Target Audience:** KPD, District Attorney's Office



Next Steps and Contact Information

Next Steps

Thank you for working with the Diagnostic Center.

Our next steps are to:

- ▶ Present findings and recommendations
- ▶ Help the community identify and prioritize implementation activities

Contact Information for the OJP Diagnostic Center

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Table of Contents

- ▶ Overview
- ▶ Key Findings
 - Community Data
 - Overall Violent Crime Data
 - Homicide Crime Data
 - Aggravated Assault Crime Data
 - Stakeholder Interviews
- ▶ Model Practices and Recommendations
- ▶ Training and Technical Assistance Plan
- ▶ Appendix

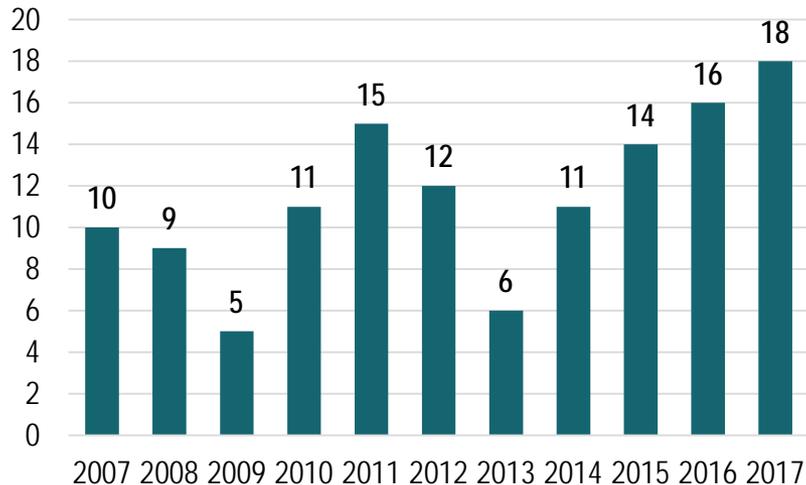


Killeen's Homicide Temporal Patterns (2007-2017)

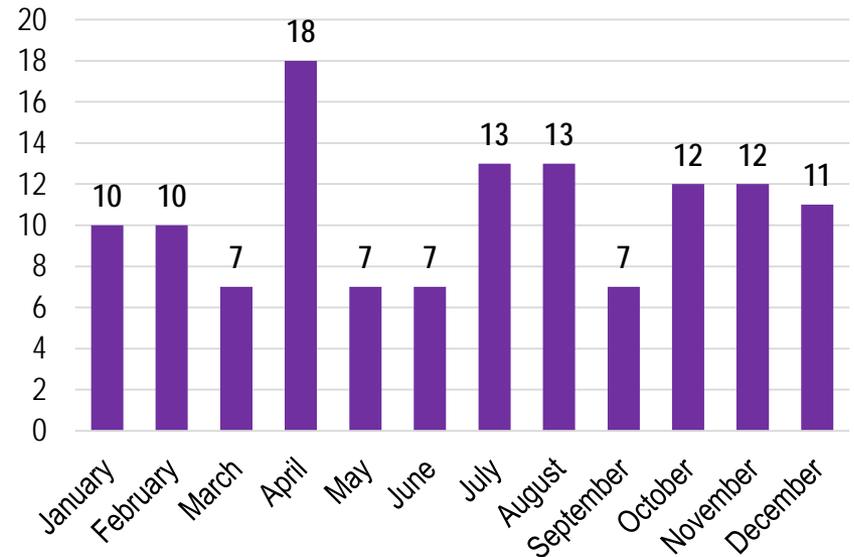
Overview

- ▶ Killeen experienced fluctuating homicide counts the past eleven years; however since 2013, Killeen has experienced a consistent upward trend. From 2013 to 2017, Killeen experienced a 66.6 percent increase in homicides (6 to 18).
- ▶ One of the most common input from stakeholders during interviews revolved around homicide and how its rate continues to increase in the city. Stakeholders recommended focusing the departments limited resources on improving homicide clearance rates in order to remove the criminals who are committing a majority of the crimes in the city.
- ▶ Stakeholder interviews suggest that the times leading up to troop deployments and time right after troop deployments are times of intense crime spikes in the city. More data collection needs to be done regarding deployments dates in order to confirm these suggestions.

Homicides by Year



Homicides by Month

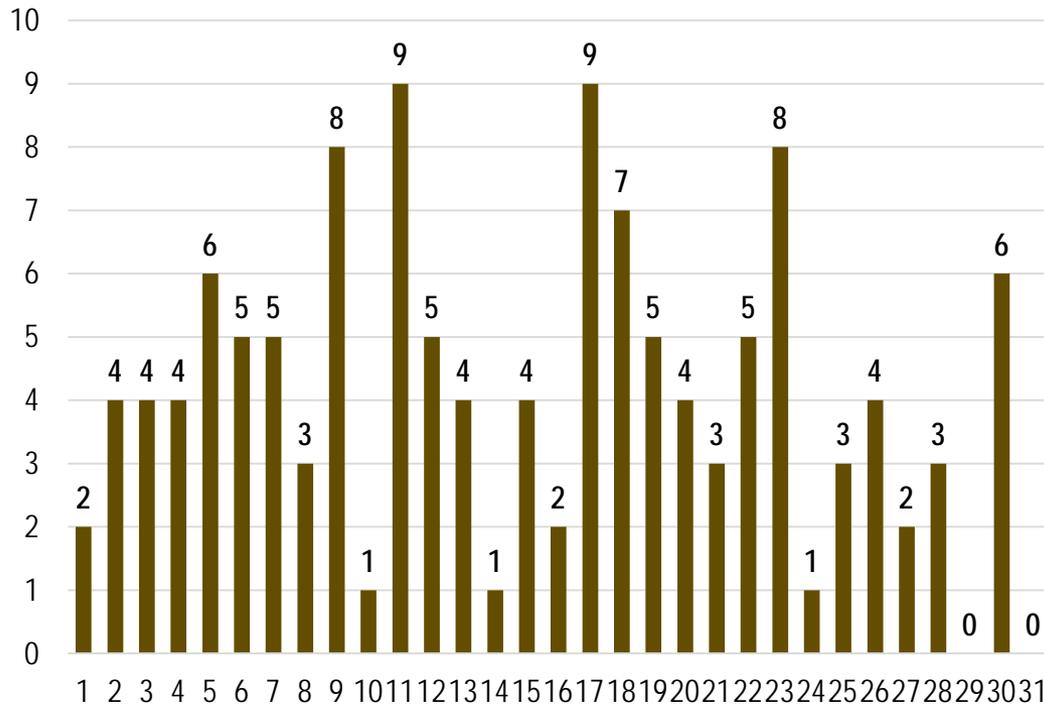


Killeen's Homicide Temporal Patterns (2007-2017)

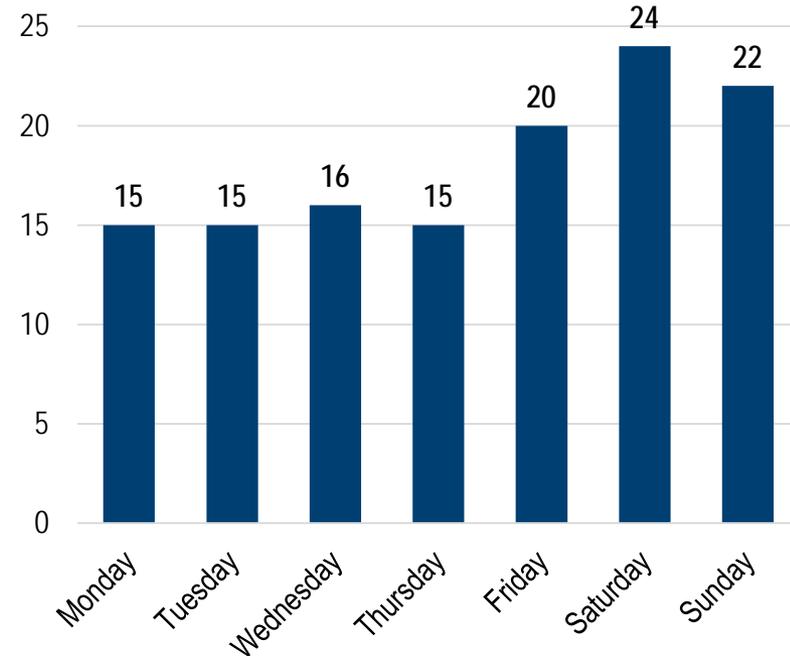
Overview

- ▶ Killeen experiences more homicides during weekends (Friday-Sunday) than other days of the week.
- ▶ During interviews, stakeholders indicated that most crime typically circulates around paydays (semimonthly paydays on the fifteenth and final day of the month). Although the homicide data does not illustrate those stakeholder observations, homicide counts are lower within a week-week and a half after a "payday" occurs.

Homicides by Day of Month

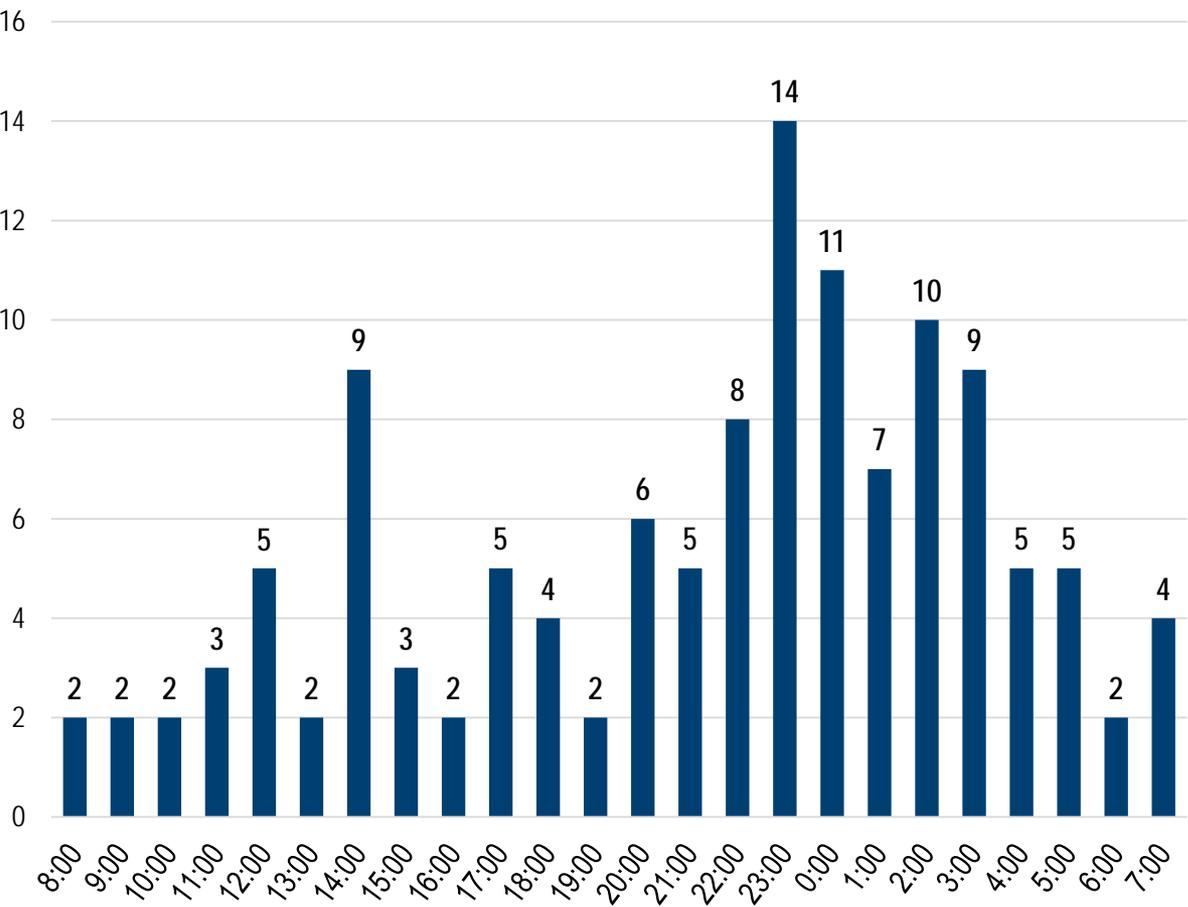


Homicides by Day of Week

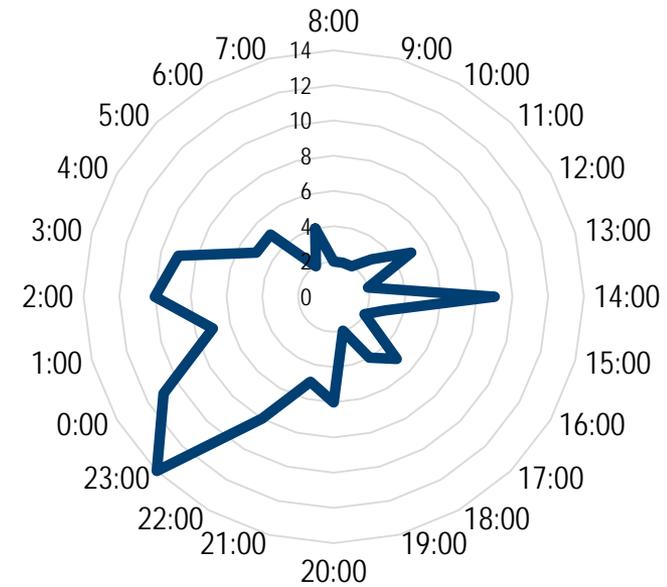


Based on temporal homicide patterns, the typical homicide in Killeen happens shortly before midnight or very early in the morning (0:00 to 3:00).

Homicides by Time

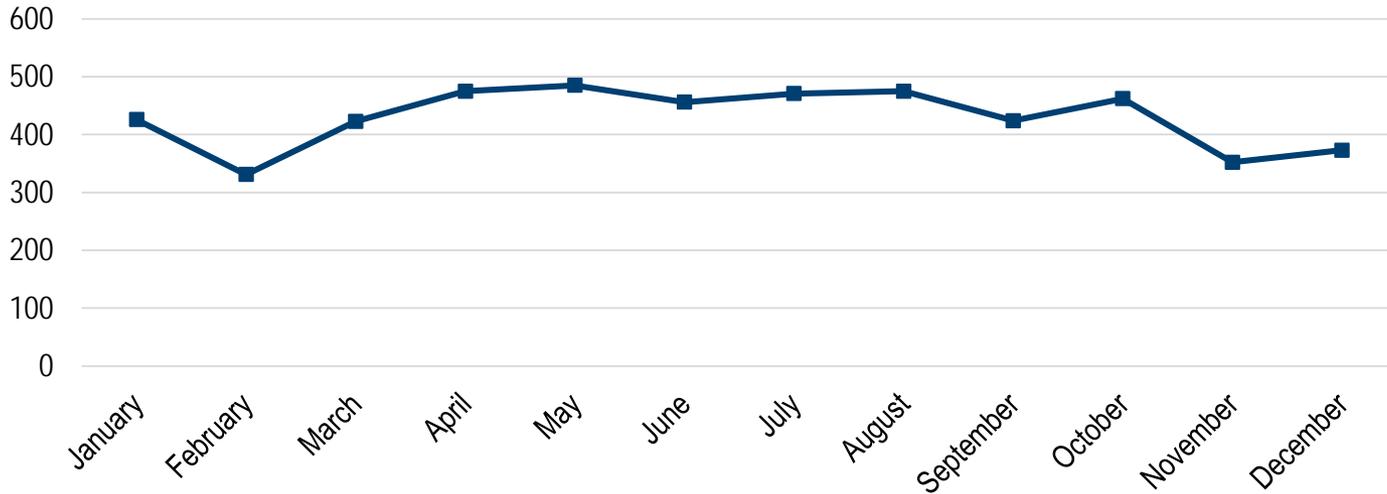


Homicides by Time

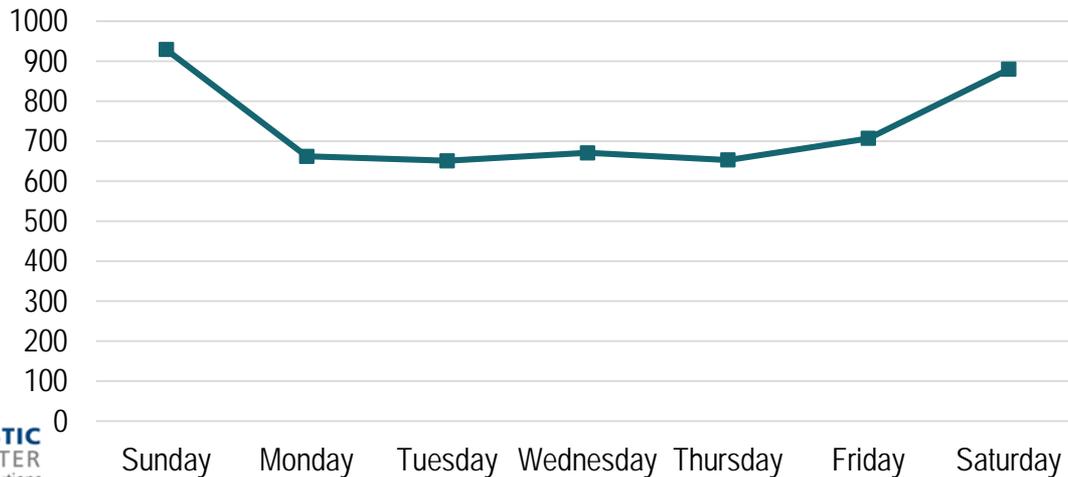


Aggravated Assault Temporal Patterns

Assaults by Month, 2006-2017

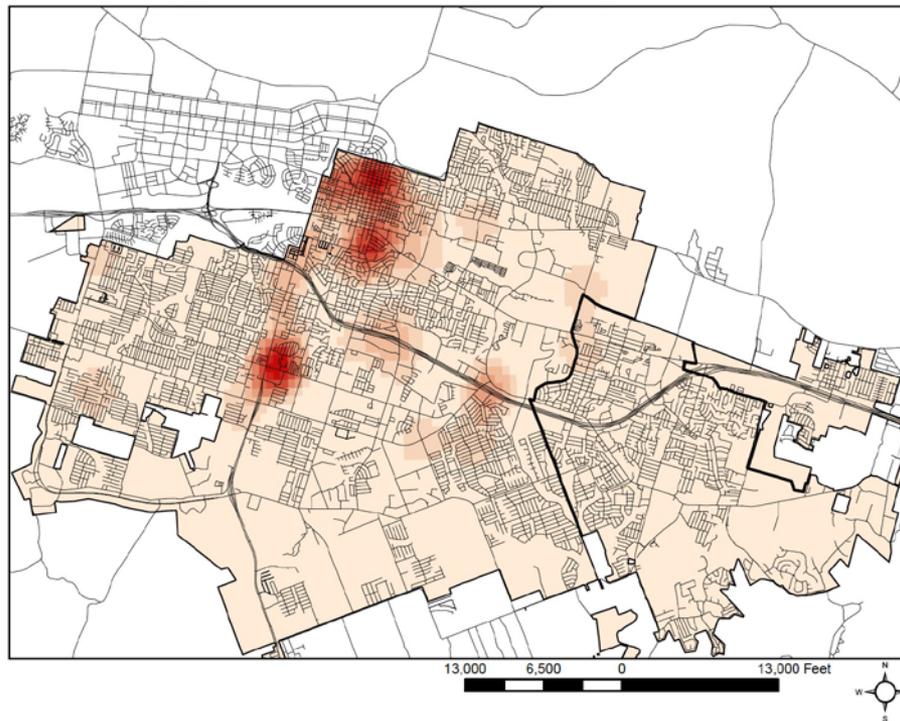


Assaults by Day of Week, 2006-2017



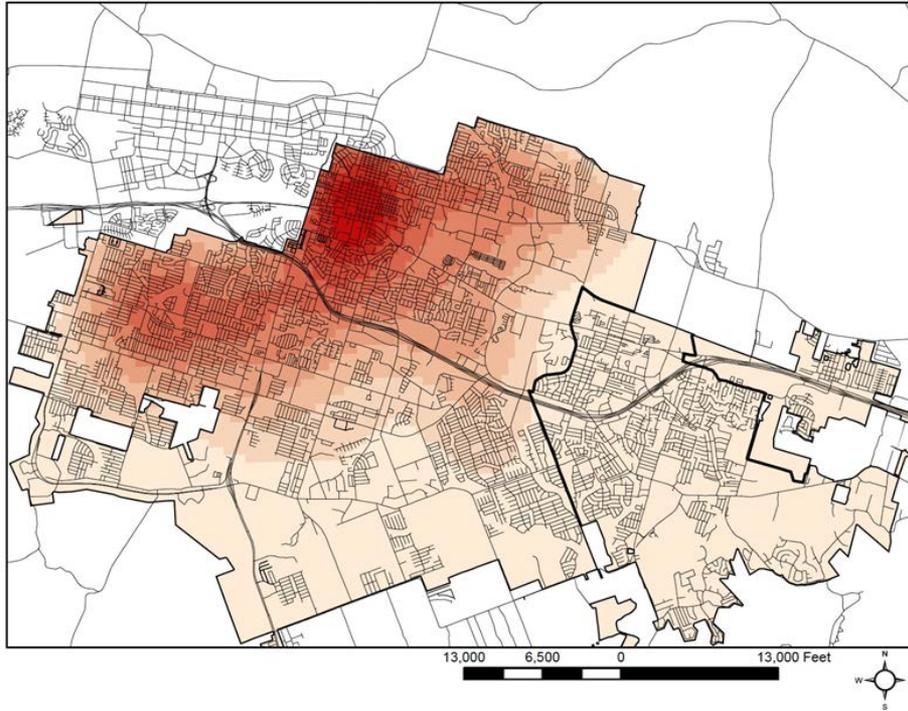
Aggravated Assaults of a Public Servant (2007-2017)

Aggravated Assaults of a Public Servant Hot Spots 2007-2017



Burglary and Motor Vehicle Hotspots – 2017

Burglary Hot Spots 2017



Motor Vehicle Theft Spots 2017

