



2025 ANNUAL REPORT

Review of 2025 performance and 2026 Priorities

Office of Policing Reform and Accountability

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Office of Policing Reform and Accountability Overview

The City of Houston's Office of Policing Reform and Accountability (OPRA), established on April 28, 2021, under Executive Order 1-5, aims to rebuild community trust by promoting police accountability through independent, transparent, and effective oversight.

Mission

The mission of the OPRA is to improve accountability and transparency between the Houston Police Department (HPD) and the community by implementing reforms, reviewing complaint investigations, and fostering open dialogue between the department and the community it polices. Together with HPD's Internal Affairs Division (IAD), the office aims to ensure that policing in Houston is fair, equitable, and aligned with community needs.

Vision

OPRA's vision is to safeguard a culture of accountability within HPD through ensuring the actions of HPD employees comply with law and policy. This is further accomplished by overseeing the Independent Police Oversight Board (IPOB), who thoroughly and objectively review internal investigations, recommend improvements to policy and training, and engage in collaborative initiatives that promote systemic advancements.

Values

Transparency: Provide accessible and comprehensive data on police actions, policies, and diversity to the public.

Accountability: Coordinate review of internal affairs investigations and ensure disciplinary actions are fair and consistent.

Community Engagement: Partner with residents and stakeholders to shape policing strategies and promote public safety.

Equity: Strive for fairness and inclusivity in all aspects of policing and oversight.

Proactive Oversight: Continuously evolving oversight systems to meet community needs and enhance trust.

Collaboration: Work closely with the IPOB, local leaders, and organizations to achieve shared goals.

Roles and Responsibilities of the Office of Policing Reform and Accountability

1. Oversight and Accountability

- Establish timelines, create implementation reports, and measure progress toward greater independence and transparency (E.O. 7.1.7).
- Conduct independent investigations of police misconduct allegations identified by the Independent Police Oversight Board (IPOB), separate from the Internal Affairs Division (IAD) (E.O. 7.2.1).
- Audit the IPOB annually to ensure compliance and effectiveness (E.O. 7.1.10).

2. Administrative Operations

- Manage the day-to-day functions of OPRA (E.O. 7.1.9).
- Perform recordkeeping and administrative tasks to support the office's operations.
- Serve as a support system for the IPOB—Key functions include:
 - Conducting independent investigations of misconduct allegations identified by the IPOB.
 - Managing complaint intake processes, including online submissions and multilingual support.
 - Providing training and administrative assistance to IPOB members.
 - Enhancing community outreach to improve transparency and public trust.

3. Community Engagement and Outreach

- Develop and execute community outreach plans to inform the public about the complaint process; listen to community concerns on specific issues; and report back to the community on outcomes.
- Raise awareness of IPOB and its role.
- Ensure complaints can be submitted in person at approved community events (E.O. 7.1.2).
- Accept and translate complaint forms into multiple languages (E.O. 7.1.3).

4. Transparency and Communication

- Update the OPRA website and the City of Houston Police Transparency website to provide resources and complaint submission options (E.O. 7.1.1).
- Communicate transparently and promptly with complainants, confirming complaint intake and reporting on results (E.O. 7.1.4).
- Act as an ombudsperson to assist complainants in understanding the process and requirements (E.O. 7.1.5).

5. Training and Development

- Provide training for IPOB members at the start of their terms and annually, either directly or by selecting an independent training group (E.O. 7.1.6).

Independent Police Oversight Board Audit

The Independent Police Oversight Board (IPOB) was established to ensure transparency, accountability, and community oversight of the HPD. The IPOB operates as a civilian-led oversight body that reviews internal investigations involving potential misconduct by HPD employees. This oversight includes critical incidents such as the use of force, discharge of firearms, and cases resulting in serious bodily injury or death.

Purpose and Evolution

The IPOB was created under the authority of the Mayor's Executive Order 1-5, which was revised on November 9, 2021. This revised order introduced a hybrid model of civilian oversight, combining the volunteer-based IPOB with the Office of Policing Reform and Accountability (OPRA). The OPRA provides full-time administrative and investigative support to the IPOB, strengthening its ability to provide independent and thorough reviews of HPD activities.

The purpose of the IPOB is to:

- Review internal investigations of misconduct involving HPD employees.
- Recommend policy and training reforms to the Chief of Police and the Mayor.
- Monitor community concerns related to policing and report findings to the Chief of Police.
- Support transparency and ensure citizens are treated with dignity and respect.

Structure and Responsibilities

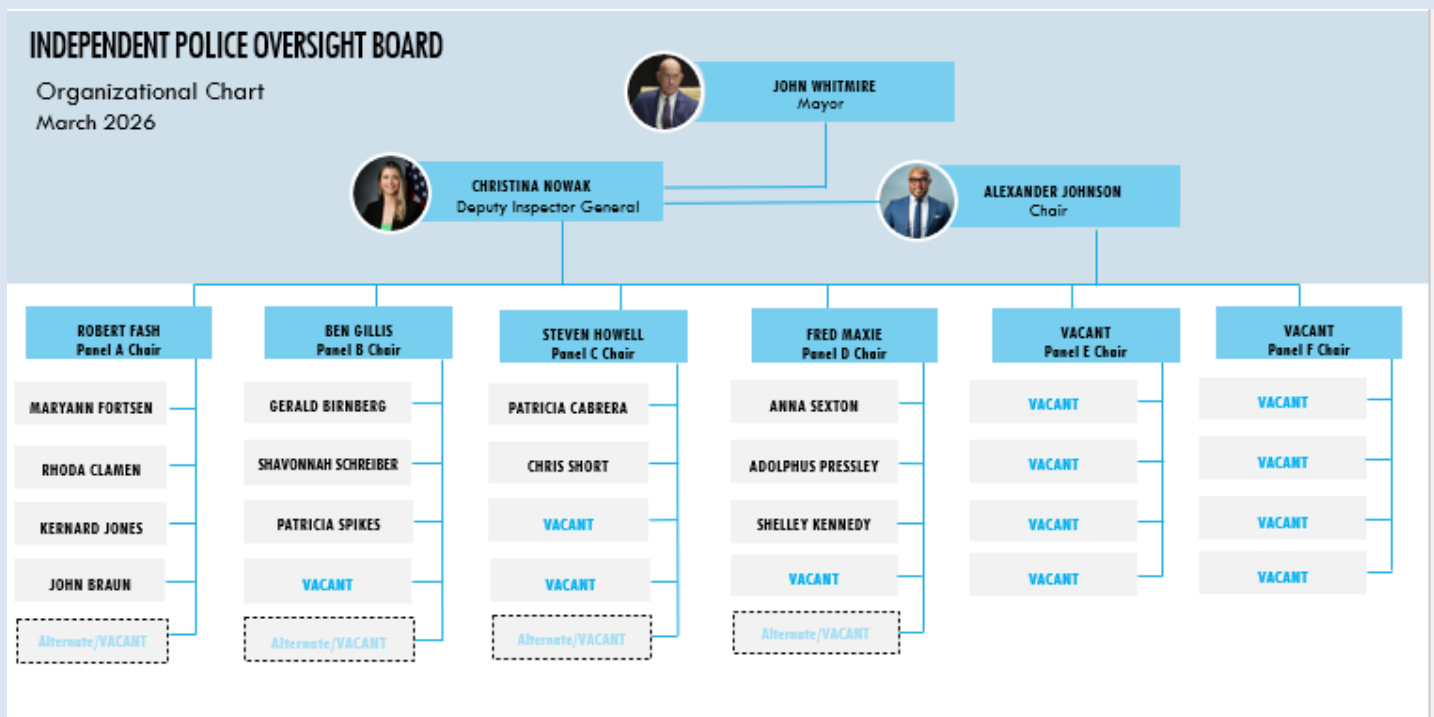
The IPOB is composed of thirty-one (31) positions, with each position appointed by the Mayor and confirmed by City Council. The board is organized into six panels, each consisting of five members, including a Panel Chair. These panels rotate to review cases assigned to them and provide recommendations based on evidence. The IPOB members are selected to reflect diversity in background, expertise, and experience.

Key Responsibilities

1. Case Review: IPOB panels have discretion to review any internal investigation including significant incidents, such as:
 - Use of force.

- Discharge of firearms.
 - Serious bodily injury or death.
2. Recommendations: The board submits written recommendations on training, policy revisions, and disciplinary actions.
 3. Policy Review: IPOB reviews existing and proposed HPD policies and makes reform suggestions.
 4. Community Engagement: IPOB monitors community concerns and ensures they are addressed within HPD operations.

Organizational Chart



Significance of the Audit

This IPOB audit evaluates the efficiency, effectiveness, and outcomes of the board's reviews and recommendations. By analyzing case completion timelines, investigative outcomes, and adherence to established policies, the audit aims to identify areas for improvement in IPOB operations. This assessment ensures that the IPOB continues to fulfill its mandate of promoting accountability and transparency within HPD while addressing community concerns.

The audit seeks to identify areas of opportunity for process improvement in the collaboration between IPOB and IAD. It also aims to streamline processes to ensure efficient, effective, and accountable operations. By strengthening these collaborations and improving workflow, the audit provides a pathway to enhance police accountability and ensure the IPOB's sustained impact on fostering public trust in law enforcement practices within the City of Houston.

Data and Methodology

This audit looks at the information IPOB collects on each case to evaluate how well the office is doing its job. We reviewed key dates for every case, when the incident happened, when it was discovered, when it was assigned for review, and when it was completed. We also looked at case types (such as use of force or firearm discharges), written forms documenting panel decisions, and records of any escalation meetings or policy recommendations that came out of a case. This year, we added a new milestone: the date a case was formally requested for IPOB review, so we can now track how long it takes for cases to even reach us.

How we measured timeliness

We calculated how long each stage of a case took and compared those timelines to IPOB's established deadlines. This let us identify cases that ran over schedule, calculate averages, and spot patterns — for example, whether certain case types or reviewers consistently take longer than others. We used charts and graphs to make those trends easier to see.

How we checked for completeness

We reviewed every required field in the case record to flag missing or incomplete information — things like unsigned forms, undocumented escalation outcomes, or absent policy recommendations. Cases with significant gaps were flagged for follow-up. This matters because incomplete records can undermine the integrity of the whole review.

How we evaluated escalation and policy outcomes

For cases flagged for escalation, we checked whether meetings actually took place, whether outcomes were documented, and whether policy recommendations were made. We then assessed whether those recommendations were meaningful — whether they addressed real problems in training, procedure, or department policy — or whether they fell short.

Throughout all of this, we also checked that the data itself was consistent and accurate, making sure dates, case categories, and reported outcomes lined up with one another.

Compliance

Each year, this audit produces a performance report that takes an honest look at how IPOB is functioning. The report doesn't just measure numbers, identifies specific areas that need attention, whether that's how escalations are handled, where additional training is needed, or what policy changes could make the process more effective and accountable. This annual audit is also a legal requirement under Executive Order 1-5 Revised. By conducting it consistently and thoroughly, IPOB demonstrates that it takes its oversight responsibilities seriously, and that it's committed to transparency and accountability in how it does its work.

Summary of Findings

In 2025, IPOB requested 123 cases to review. Thirty-seven requested cases were still unassigned at the time of the audit.

Panel performance was strong once cases were assigned for majority of the panels. The audit did, however, identify delays earlier in the process: Internal Affairs investigations took an average of approximately 106 days before reaching IPOB review, and cases waited an average of roughly 73 days between the review request and panel assignment.

Overall, IPOB panels continue to carry out their oversight responsibilities effectively despite limited membership. Addressing delays in the earlier stages of the review process would further strengthen the efficiency and transparency of civilian oversight in Houston.

Oversight Performance Dashboard

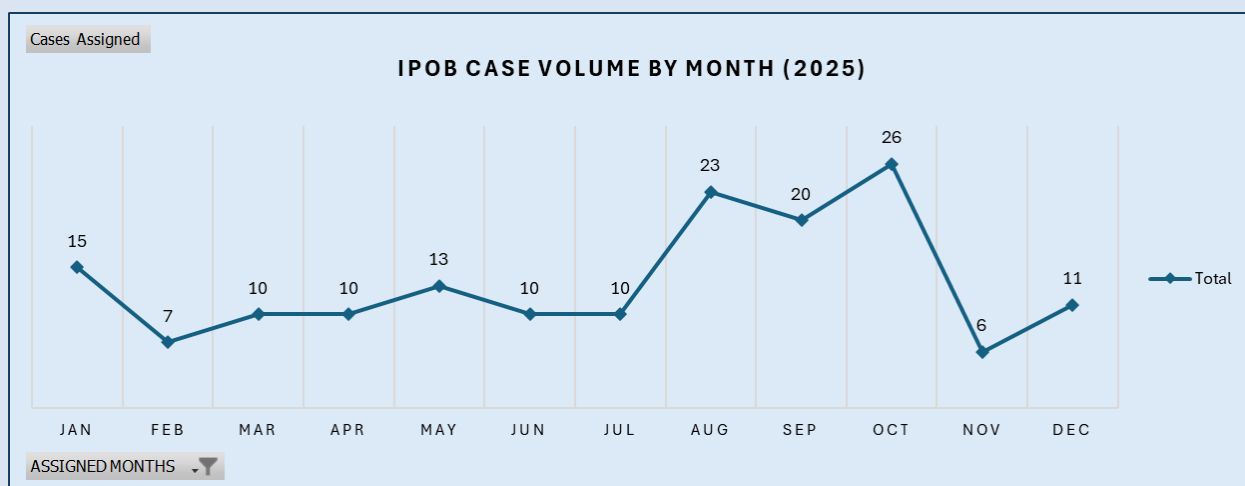
Metric	2025 Result
Total Cases Assigned	161
Average Cases Per Month	13
Average IAD Investigation Length	106 days
Average Request to IPOB Assignment	73 days
Cases Within 14-Day SLA	78%
Form 2 Submissions	~22%

Case Review Volume

In 2025, IPOB received 198 cases for review. Of those, 161 were assigned to a review panel and 37 were still waiting to be assigned when this report was prepared.

Of the 161 assigned cases, 152 were fully completed — meaning a panel reviewed them from start to finish. The remaining 9 were assigned to Panel D but never finished because the panel couldn't get enough members present to conduct a valid meeting (known as a quorum). This was an ongoing challenge for IPOB in 2025 due to unfilled board vacancies.

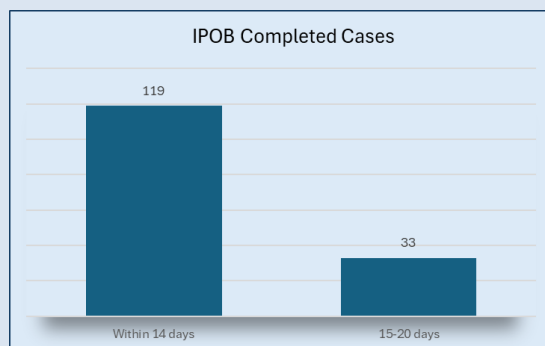
Case volume varied throughout the year, peaking in June and dropping to its lowest point in September. These fluctuations are likely due to a mix of factors — how long investigations take, how complex individual cases are, and differences in administrative processing from month to month.



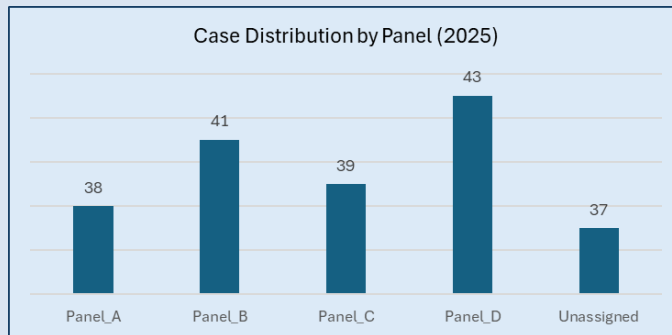
Case Review Completion

Most cases were completed on time: 78% were finished within IPOB's standard 14-day deadline, and another 22% were wrapped up within 15 to 20 days.

The bigger concern is the cases that were never reviewed at all. Panel D struggled significantly in 2025 — 21% of the cases assigned to it went unreviewed because the panel repeatedly couldn't reach quorum (the minimum number of members needed to hold a valid meeting). Overall, 5% of all assigned cases went unreviewed for this reason.



Of the nine cases Panel D left incomplete, five — or 56% — involved use of force, serious

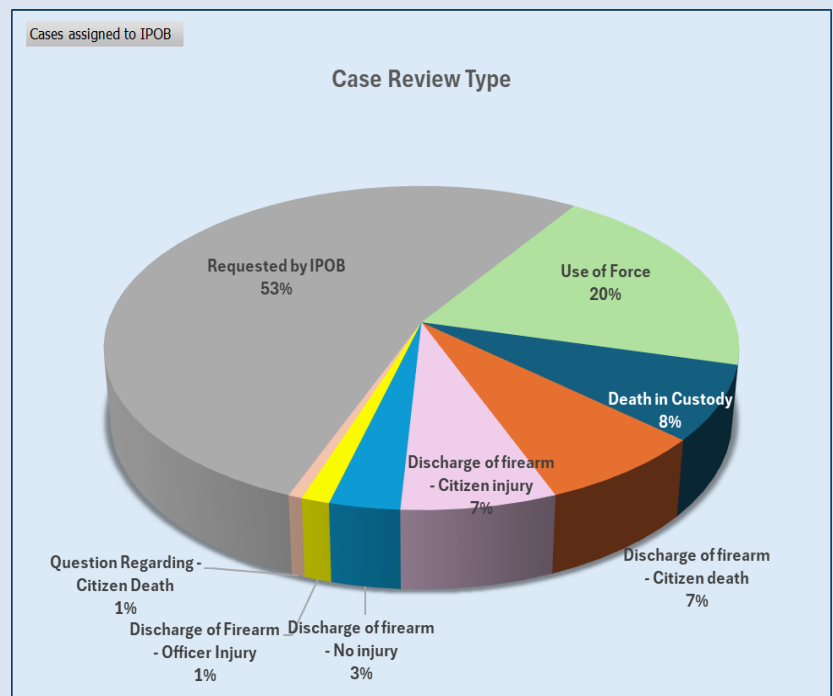


bodily injury, or death. These are among the most serious case types of IPOB reviews, which makes the gap in Panel D's capacity especially concerning. In addition, 37 cases (19%) were requested by IPOB but had not yet been assigned by IAD.¹

Case Review Type

The IPOB-assigned caseload totaled 161 cases. The largest category was Requested by IPOB, with 86 cases, followed by Use of Force, with 32 cases. Together, these two categories represented the majority of cases reviewed or requested for IPOB consideration.

The remaining cases involved more specific incident types. There was 12 Death in Custody cases, 12 Discharge of Firearm – Citizen Death cases, and 11 Discharge of Firearm – Citizen Injury cases. Smaller categories included 5 Discharge of Firearm – No Injury cases, 2 Discharge of Firearm – Officer Injury cases, and 1 Question Regarding Citizen Death case.

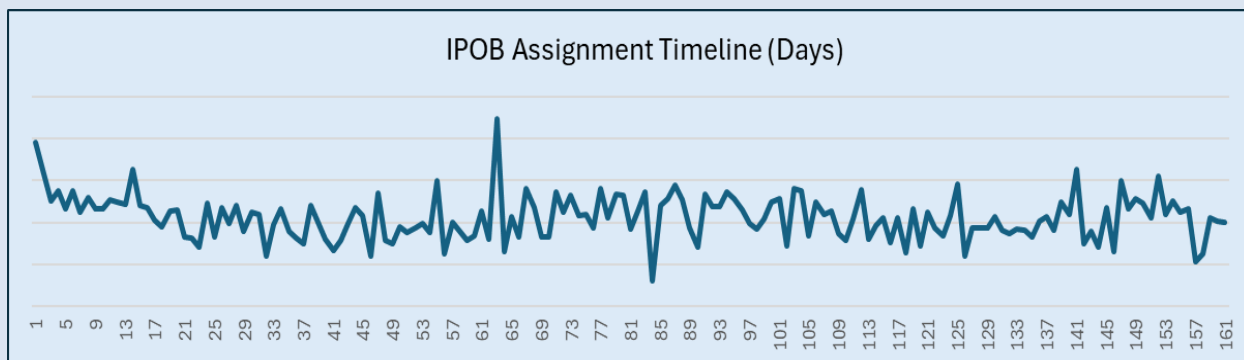


Overall, the data shows that IPOB's caseload was primarily driven by IPOB-requested reviews and use-of-force matters, while firearm-related incidents and death-related cases made up the remainder of the assigned cases.

¹ OPRA is working to determine where these additional 37 cases are in the IAD process and why they were not assigned as requested.

Investigation Timeline Analysis

Before a case reaches IPOB for review, it first goes through an internal investigation by the Houston Police Department's Internal Affairs Division (IAD). On average, those IAD investigations took about 106 days in 2025. On average, it took about 73 days from that initial IPOB request for review before a panel was assigned to begin the IPOB review.



Panel Participation and Quorum Analysis

For a panel's decisions to be valid, enough members must be present — this is called a quorum. In 2025, most panel sessions met that requirement. When a primary member wasn't available, an alternate stepped in to keep things on track. Maintaining a reliable pool of members and alternates will be important to keeping case reviews timely and consistent going forward.

Form 2 and Form 3 Oversight Activity

Escalation Process Overview

Before turning to the numbers, it's helpful to understand how a case actually moves through panel review and, when necessary, escalation.

Once a case reaches an IPOB panel, the panel reviews it and completes a **Form 1** — this happens for every case, regardless of outcome. If the panel agrees with IAD's findings and has no further concerns, the Form 1 is all that's required, and the review process ends there.

If the panel has any concerns, however, it must complete a **Form 1 along with a Form 2**. Form 2 is not a single, uniform document — it has three versions, depending on the nature of the panel's concern:

- **Form 2A** is used when the panel has questions or comments about the investigation but isn't necessarily disputing the outcome.
- **Form 2B** is used when the panel dissents from IAD's determination, or believes the investigation lacked sufficient information to support a sound conclusion.
- **Form 2C** is used when the panel has a training or policy recommendation arising from the case.

Submitting a Form 2 — in any of its forms — initiates the escalation process. This gives the panel a formal mechanism to raise its concerns with leadership, beginning with the IAD Captain. If the matter isn't resolved at that level, it can escalate further, ultimately reaching the Chief of Police if necessary. At each escalation level, IPOB reviews the department's response and determines whether to escalate further or close out the concern.

This structure means that panel disagreement, missing information, and training/policy recommendations aren't just noted informally — they generate a documented record and a defined escalation pathway, giving IPOB a real mechanism to ensure its concerns are addressed rather than simply logged. Thirty Four cases reviewed in 2025 included a Form 2 submission.

The most common issues raised were training and policy concerns, followed by general questions and comments from panel members. A smaller number involved formal disagreements with IAD's findings or concerns that the available information wasn't sufficient to complete a thorough review. Taken together, Form 2 activity shows the Board actively engaging with cases — not just rubber-stamping outcomes, but identifying where more attention is needed.

In 2025, panels submitted 17 Form 2As, 6 Form 2Bs, and 20 Form 2Cs. Of these, Form 2As and Form 2Bs require a formal written response from IAD — a Form 3 — which is typically due within two weeks of the Form 2 submission. *Form 3* is how HPD documents its response to the Board's recommendations. IAD failed to submit a Form 3 at all in three instances, with no explanation given. Of the responses IAD did provide, only one resulted in IAD changing its determination — in that case, the IAD Captain agreed with the panel's analysis and added an additional cite. In every other instance, IAD maintained its original determination and disagreed with the panel. In three of these cases, the panel's disagreement with IAD's response led to escalation to Level II. In one of those cases, neither IAD nor HPD command responded at all. In the other two, Executive Command conducted its own review, agreed with the panel, and changed the determination.

IPOB submitted 20 Form 2Cs in 2025. A Form 2C is the mechanism panels use to recommend additional officer training or policy changes when a case review reveals a gap — for example, a need for refresher training, clarification on a department procedure, or a broader policy fix to prevent similar issues going forward. Of the 20 Form 2Cs submitted, HPD responded or provided proof that the recommended training had been implemented in only 3 instances.

The Board's recommendations and escalation outcomes focused on several recurring areas, including:

- Improved de-escalation training
- Training on CED deployment

- Refresher training for officers returning to patrol
- Additional review of body-worn camera footage
- Follow up on concerns related to search procedures
- Review of pursuit-related policy compliance
- Scene management training

Strategic Oversight Insights

This audit reinforces something important: independent civilian oversight of the Houston Police Department is working — and it matters. The number of cases reviewed in 2025 shows that the IPOB process is being actively used, and that the Board plays a real and necessary role in holding HPD's internal investigations accountable. When cases do reach a panel, they are reviewed thoroughly and on time.

The most pressing challenge is one the Board cannot solve on its own: vacancies. Of the 30 authorized board positions, only 16 are currently filled — meaning IPOB is operating at just over half its intended capacity. Fewer members means less scheduling flexibility, a harder time reaching quorum, and more strain on the members who are showing up. When you combine that with the time cases spend moving through the investigative pipeline before they even reach IPOB, the result is a process that is slower than it should be — and a board that is limited in its ability to deliver timely accountability.

The path forward starts with filling those vacancies. Everything else the Board is trying to accomplish depends on having enough qualified civilian members to do the work. Beyond recruitment, continued attention to how cases are assigned, how panels are scheduled, and how well investigative units coordinate with IPOB will be essential to making the oversight process faster and more transparent.

The City of Houston's investment in independent oversight reflects a basic truth: public confidence in law enforcement depends on accountability. Honoring that commitment means making sure the Board has the members and resources it needs to function as it was designed to.

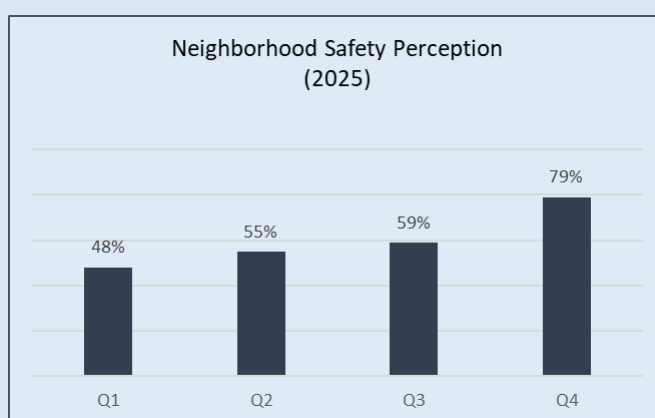
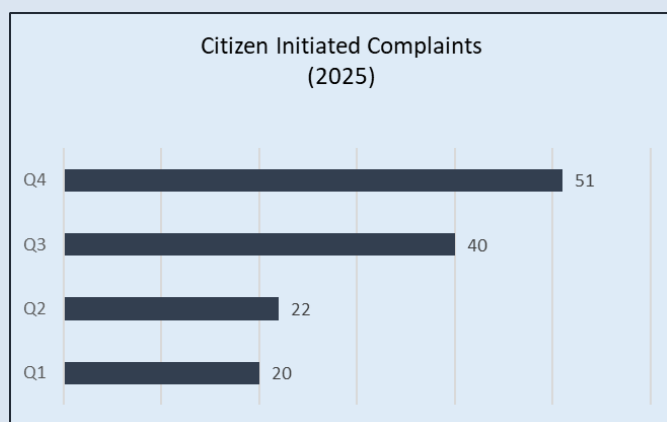
OPRA Performance Measures

To understand whether OPRA's work is actually making a difference, the office tracks key performance measures each year. In 2025, OPRA focused on two: the volume of complaints filed directly with the office by residents, and how safe residents feel in their neighborhoods.

The complaint measure helps OPRA gauge how actively the public is using the office as an accountability resource — essentially, whether residents know it exists and feel comfortable

bringing concerns to it.

The neighborhood safety perception measure captures something harder to quantify but equally important: whether people feel safe where they live. Because public trust and a sense of safety are central to what OPRA is trying to achieve, tracking how residents feel — not just what the numbers show — is a meaningful part of evaluating the office's impact.



The 2025 performance measures provide OPRA with a structured framework for monitoring progress, identifying areas for improvement, and making data-informed decisions. They also serve as benchmarks for evaluating OPRA's ongoing efforts to promote trust, accountability, and safety across Houston.

Community Engagement and Survey Findings

OPRA actively participated in various community engagement meetings to strengthen relationships, promote transparency, and address community concerns. OPRA is responsible for engaging members of the public through a wide variety of community events and public service opportunities. Participation allowed OPRA to address localized concerns and engage with community leaders directly. These meetings included:

- Courtesy visits with elected Council members
- Monthly Super Neighborhood meetings including 17, 25, Alief, Spring Branch, Sunnyside and Acres Home
- Townhall Meetings across multiple districts, including District I, District E, District K, and At-Large Townhalls, provided forums to discuss policing and safety initiatives with a broader audience.

- Participation in the City of Houston Youth Ambassadors Public Safety meetings
- Quarterly participation in the Criminal Justice Coordinating Committee
- Domestic Violence Criminal Justice Safety Assessment

OPRA staff also attended the National Association for Civilian Oversight of Law Enforcement (“NACOLE”) annual conference to engage members of the oversight community throughout the country. This year’s conference took place in Minneapolis, Minnesota. NACOLE is a non-profit organization that works to enhance accountability and transparency in policing and build community trust through civilian oversight. The conference program addresses both skills training and current and emerging topics and provides a forum where the growing community of oversight practitioners meet to exchange information and ideas about issues facing civilian oversight.

Community Survey - Perceptions of Policing in Houston

OPRA created the *Your Voice Matters* survey to better understand how Houston residents feel about policing. The goal is to improve transparency, accountability, fairness, and communication between the Houston Police Department (HPD) and the community. A total of 283 residents took part in the survey between September 2024 and February 2026. The survey is still ongoing and is shared through district newsletters so residents can continue to provide feedback.

The survey asked about many topics, including satisfaction with police services, feelings of safety, trust in police, quality of interactions, officer behavior, community engagement, visibility, training, and accountability. It also gave residents a chance to share their own ideas and suggestions for improving police–community relationships. People from different neighborhoods, age groups, and backgrounds participated. The survey was voluntary and anonymous, so residents could share honest feedback based on their experiences. The results highlight both what is working well and where improvements are needed.

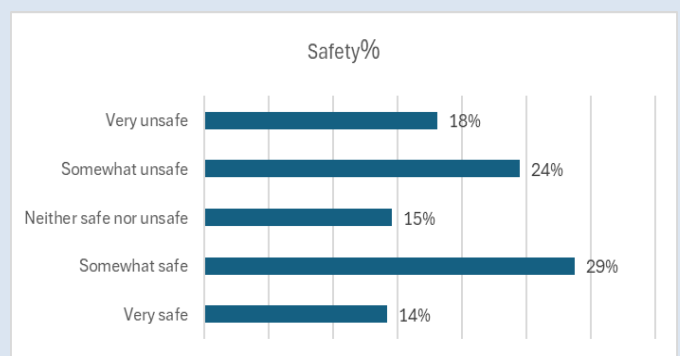
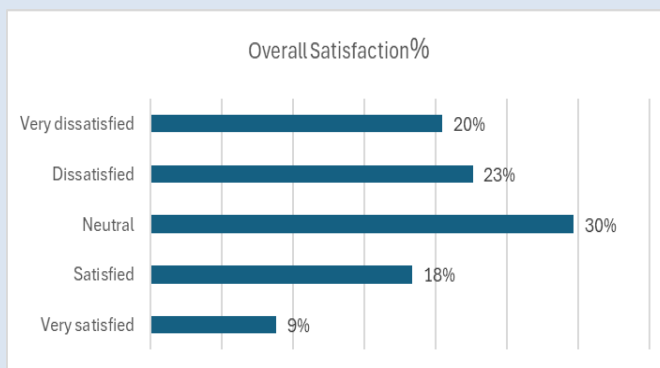


Survey Report - Key Findings Summary

Category	Positive/Neutral	Negative
Overall Satisfaction	57%	43%
Safety Perception	57%	43%
Level of Trust	56%	44%
Interaction Quality	64%	36%
Respect	78%	22%
Police Presence	22%	78%
Crime Prevention	45%	55%
Community Engagement	56%	44%
Understanding Needs	60%	40%
Training Confidence	54%	46%
Accountability	53%	47%

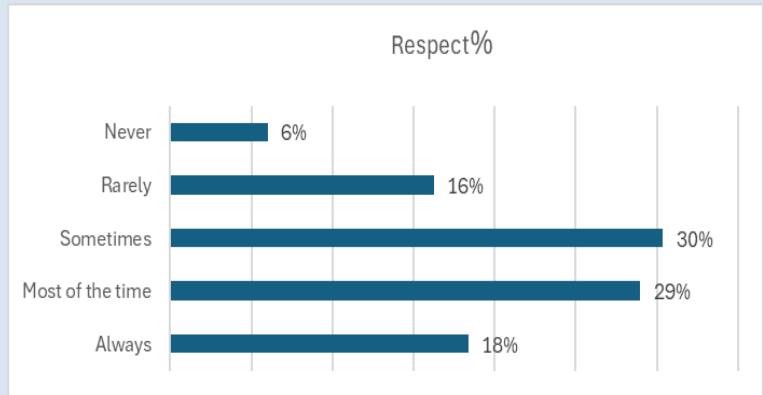
Analysis and Interpretation

The survey results give a clear picture of how people in Houston feel about the police, showing both what is working and where improvements are needed.

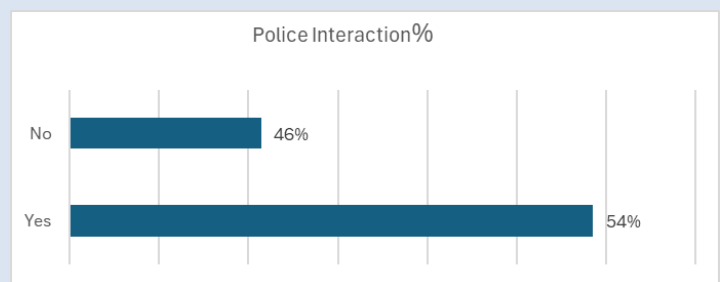


On key measures — overall satisfaction, feelings of safety, and trust in police — just over half of respondents had neutral to positive views (57%, 57%, and 56%, respectively). Opinions about the quality of interactions with officers and confidence in their training were similarly in the middle range, particularly when it came to everyday encounters. The overall picture is one of cautious, moderate approval rather than strong confidence.

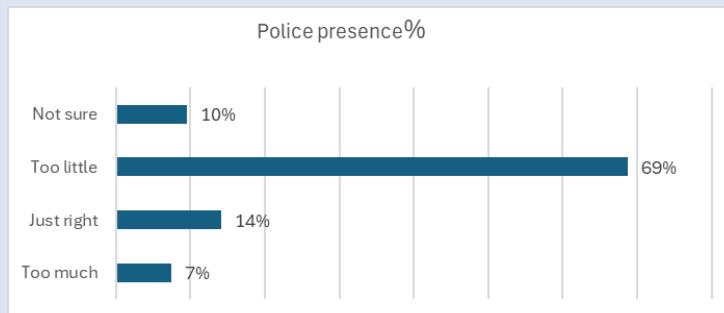
The data does surface some significant concerns, however. The most notable is police visibility: nearly 8 in 10 respondents (79%) said they don't see enough officers in their neighborhoods. This matters because visibility is directly tied to how safe residents feel and how effectively crime is deterred — and consistent with that, 55% of respondents said they don't believe the department is doing an effective job preventing crime.



Taken together, these results suggest that residents aren't just evaluating police by what happens when something goes wrong — they're also paying attention to whether officers are a regular, visible presence in their communities.



Community engagement is another area where the data signals a gap. About 62% of respondents said police aren't involved enough in community activities. Relationship-building, communication, and collaboration are central to what effective policing looks like — and these results suggest that while residents may have decent individual interactions with officers, they



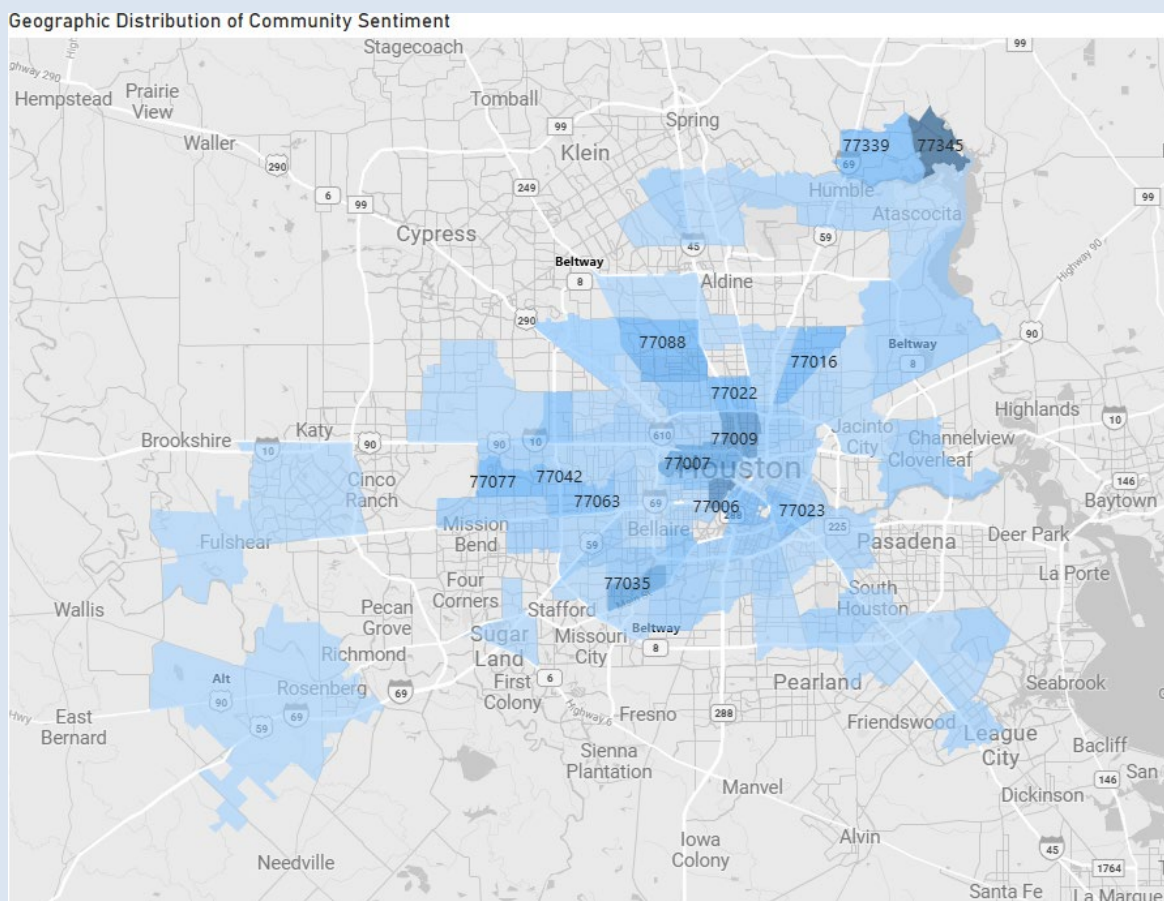
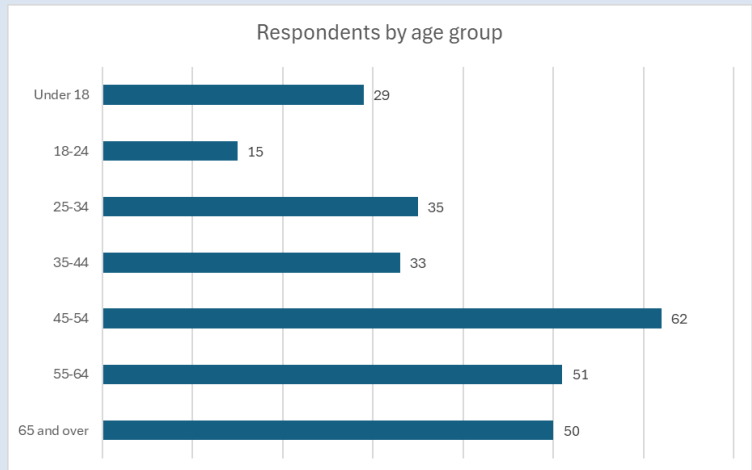
don't feel police are consistently showing up for the broader community.

Accountability is a persistent concern as well. About 57% of respondents don't believe officers are held responsible when they engage in misconduct. That's a significant finding, and it points to a need for greater transparency, clearer public communication about how the discipline process works, and stronger oversight — all areas that fall directly within OPRA's mandate.

Accountability is a persistent concern as well. About 57% of respondents don't believe officers are held responsible when they engage in

On the other side of the ledger, the data offers some real strengths to build on. Respect during police interactions is a clear standout: 78% of respondents reported neutral to positive experiences when dealing with officers directly. That kind of day-to-day decency is a meaningful foundation for rebuilding broader trust. And 60% of respondents said police have at least a

From a demographic standpoint, most survey responses came from residents aged 45 and older. Younger residents participated at much lower rates, which means the results likely reflect the views of more established community members more than those of younger Houstonians. Future surveys should prioritize outreach strategies that bring in more voices from younger residents to give a fuller picture of community sentiment.



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southeast Houston, especially in ZIP codes 77016, 77021, 77028, and 77033—reported more dissatisfaction, lower trust, and concerns about police effectiveness. These areas also raised more issues with police presence, crime prevention, and community engagement. In contrast, parts of west and southwest Houston reported more positive views, including higher trust, better interactions with police, and greater overall satisfaction. This suggests that consistent engagement and how resources are used in these areas may lead to better outcomes. These differences across neighborhoods show why policing should be tailored to specific areas. Using data can help identify where needs are greatest, adjust outreach to fit each community, and direct resources where they are most needed. It also creates an opportunity to apply successful strategies from higher-performing areas to neighborhoods where trust and satisfaction are lower, helping create a more fair and responsive approach across the city.

Conclusion & Recommendations

The survey findings highlight important opportunities to strengthen police-community relations through targeted, data-driven strategies. While the results reflect a solid foundation in respectful interactions, stronger interaction quality, and moderate levels of trust and satisfaction, they also point to ongoing concerns about police visibility, crime prevention, community engagement, and accountability.

First, police visibility should be strengthened in neighborhoods with the greatest concerns, particularly in northeast and southeast Houston. Targeted patrol strategies expanded foot and community-based patrols, and district-level visibility goals may help improve both actual presence and public perception.

Second, efforts to improve perceptions of crime prevention should be prioritized. Residents need clearer communication about crime-prevention strategies, localized safety initiatives, and the actions being taken to address recurring neighborhood concerns. A more problem-oriented and community-informed approach may help strengthen confidence in police effectiveness.

Third, community engagement should be expanded and made more consistent across districts. Although results in this area were more balanced than previously reflected, the findings suggest that residents would benefit from more visible and sustained engagement through neighborhood meetings, partnerships with community organizations, and regular feedback opportunities.

Fourth, accountability and transparency should remain central. While perceptions were more evenly divided than previously reported, the results still point to the need for clearer public

communication about complaint processes, disciplinary outcomes, and the role of OPRA in oversight. Expanding public-facing accountability tools and reporting will be important to building trust.

Finally, the City should build on identified strengths, particularly respectful treatment and positive direct interactions, while tailoring strategies to neighborhood-level conditions. The geographic variation in responses suggests that place-based approaches, informed by both community sentiment and performance data, will be essential to improving trust and service delivery across Houston. In addition, future outreach should place greater emphasis on engaging younger residents to ensure broader representation in future survey efforts.

Citizen Complaints

OPRA ensures accessibility and inclusivity by offering multiple avenues for citizens to submit complaints about interactions with the Houston Police Department (HPD). This approach makes it easier for individuals from various backgrounds to engage with the system and voice their concerns effectively

- **Online Form:** A user-friendly form available on the Houston Police Transparency website allows individuals to submit complaints in six languages—English, Spanish, French, Chinese, Vietnamese, and Arabic. This multilingual feature ensures that non-English speakers can participate without barriers.
- **Email Submission:** Complaints can be sent directly to OPRA via a designated email address (COH_Policing_Reform@houstontx.gov), providing a simple and immediate method for filing concerns.
- **Phone Contact:** OPRA can be reached at (832) 393-6772, where individuals can also schedule appointments for more personalized support in addressing their complaints.
- **Mail:** For those who prefer traditional methods, complaints can be submitted by mail, ensuring inclusivity for individuals who may not have access to digital platforms.



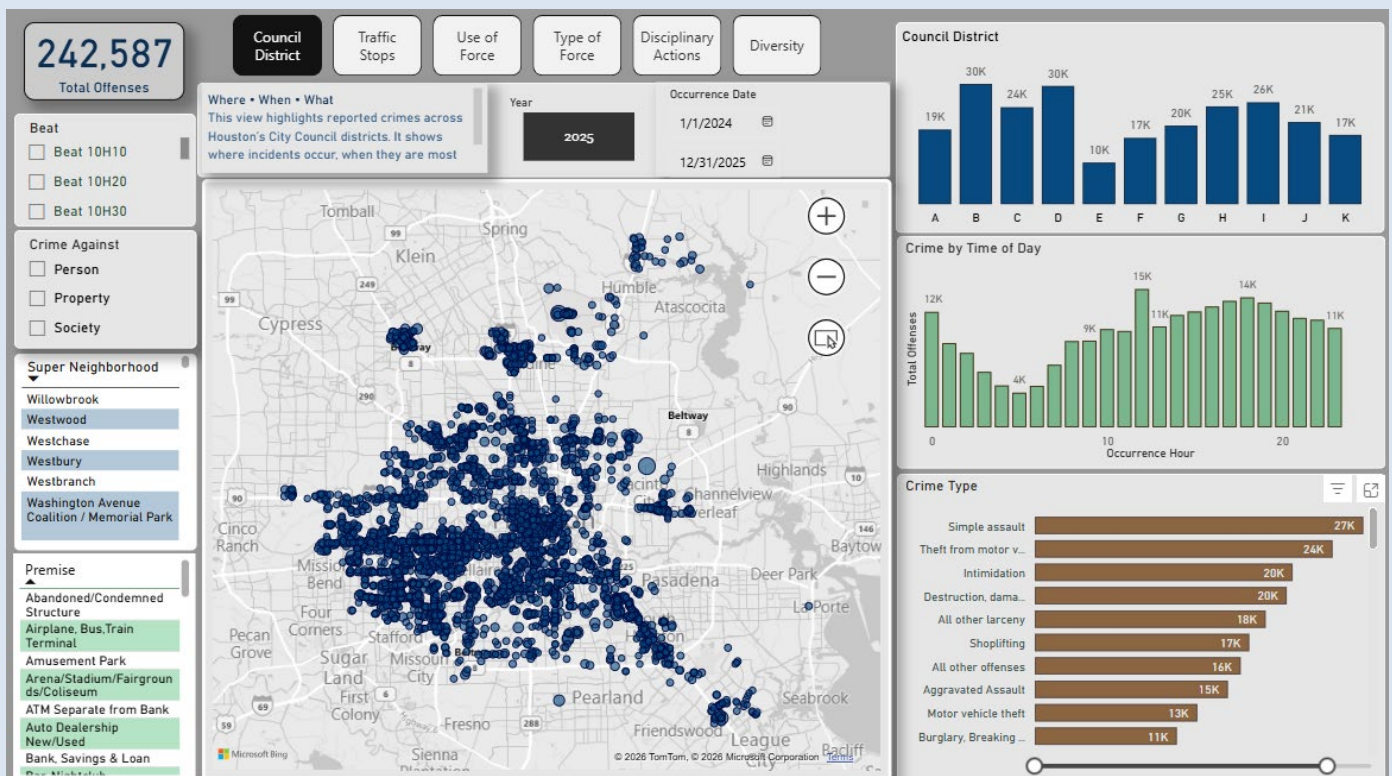
[Click here to submit a complaint](#)

OPRA Policing Analytics & Transparency Hub (PATH)

In 2025, OPRA replaced the Police Transparency Hub with the OPRA Policing Analytics & Transparency Hub (PATH), a modern, data-driven platform designed to strengthen public trust, advance accountability, and improve policing outcomes. OPRA PATH combines transparency and analytics, providing residents with clear, accessible, and meaningful information about policing in Houston. Through interactive Power BI dashboards, the public can explore data related to: **Crime by Council District, Traffic Stops, Use of Force, Disciplinary Actions, and departmental diversity.**



Each dashboard is designed to translate complex operational data into practical insights that help residents better understand officer activity, community interactions, and emerging public safety trends. By making this information easier to access and analyze, OPRA PATH supports the City's broader goals of transparency, accountability, and community-centered policing.



2025 Accomplishments Summary

Oversight and Accountability

- One of the board's most meaningful achievements in 2025 was the launch of the OPRA Data Dashboard—Policing Analytics & Transparency Hub—PATH
- Monitored and tracked 152 IPOB-assigned cases that were reviewed and completed during the 2025 reporting period.
- Implemented enhancements to case management practices
- Conducted independent review of citizen concerns and helped develop solutions by connecting the community members to specific members within HPD who would most appropriately address the issue.
- Established a dedicated instructional session at the HPD Police Academy, led by OPRA and IPOB leadership. This session introduced cadets to the civilian oversight process — including the roles and responsibilities of OPRA and IPOB — at the earliest stage of their careers, fostering a foundational understanding of community expectations and the importance of accountability before officers ever enter the field. This initiative represents a proactive step toward building a culture of transparency within HPD from the ground up, and the board looks forward to continuing and expanding this program in 2026.

Community Engagement

- Strengthening community relations by participating in town hall meetings, super neighborhood meetings, and advisory councils across various districts, promoting transparency and addressing public concerns.
- Participated in discussion about public safety with City of Houston Youth Ambassadors, where Houston youth ages 14-18 discuss policies and projects that impact them as Houston residents.
- The "Your Voice Matters" community survey was distributed to gather insights on police effectiveness, accountability, and community trust, using feedback to shape future policing strategies and reforms. Based on the results, OPRA made findings and recommendations to HPD including but not limited to:
 1. Issue: Increase Police Visibility in High-Need Areas
79% of respondents report insufficient police presence, especially in northeast and southeast Houston.
Recommendations:
 - Deploy targeted patrol strategies in ZIP codes with the highest dissatisfaction (e.g., 77016, 77021, 77028, 77033).

- Expand foot and community-based patrols rather than relying solely on vehicle patrol.
 - Use data-driven deployment models (hot spot + community sentiment overlays) to align presence with both crime and perception gaps.
 - Establish minimum visibility benchmarks (e.g., patrol frequency standards by district).
2. Issue: Strengthen Community Engagement Infrastructure
- 62% say police are not sufficiently involved in community activities.
- Recommendations:
- Require each division to implement a formal community engagement plan with measurable outputs (events, attendance, follow-ups).
 - Expand neighborhood-based officer assignments to promote continuity and relationship-building.
 - Partner with schools, youth organizations, and civic groups to address underrepresentation of younger residents.
 - Standardize community feedback loops (e.g., post-event surveys, district listening sessions).
3. Issue: Improve Perceptions of Crime Prevention Effectiveness
- 55% report negative views on crime prevention.
- Recommendations:
- Increase communication around crime prevention strategies and successes.
 - Implement problem-oriented policing initiatives focused on repeat locations/issues.
 - Share localized safety plans with communities (what is being done in their specific area).
 - Integrate community input into deployment decisions.
4. Issue: Scale Best Practices from High-Performing Areas
- West and southwest Houston shows stronger trust and satisfaction.
- Recommendations:
- Conduct a comparative analysis of high-performing districts (staffing models, engagement practices, leadership approaches).
 - Develop a replication framework to apply successful strategies citywide.
 - Pilot cross-district mentorship or exchange programs for command staff.
5. Issue: Build on Strengths in Respectful Interactions

78% report positive or neutral experiences with officer respect.

Recommendations:

- Reinforce procedural justice and communication training as a core strength.
- Recognize and reward officers demonstrating strong community interaction skills.
- Integrate respect-based performance metrics into evaluations.

6. Cross-cutting issue: Strengthen Communication Strategy

Many concerns stem from perception gaps, not just performance gaps.

Recommendations:

- Develop a citywide communications strategy focused on:
 - What police are doing
 - How accountability works
 - How residents can engage
- Use district-specific messaging rather than one-size-fits-all communication.
- Increase transparency around limitations (e.g., data sources, jurisdictional constraints) to build credibility.

IPOB Operations and Performance Monitoring

- Conducted a comprehensive audit of the Independent Police Oversight Board (IPOB), evaluating investigation timelines, case completion rates, and policy outcomes to improve operational efficiency and effectiveness.
- Finalized a streamlined IAD/IPOB case review workflow in collaboration with HPD Command staff and IAD leadership. Established a clear, well documented process to reduce administrative delays and improve consistency across the review cycle.
- Based on the Form 3 escalation outcomes reviewed, HPD/IAD provided documented responses, actions, or positions for 10 of 14 applicable escalation items, resulting in a 71% response rate. Items were counted as responses when HPD/IAD acted, concurred with the panel, added a citation, re-reviewed evidence, referred a matter for training, or provided a formal position. Items noting that HPD did not respond, did not provide a training outcome, or did not respond to a training recommendation were counted as non-responses.
- Provided continuous training for IPOB members to enhance their ability to objectively review cases and recommend actionable improvements.

2026 Recommendations & Goals

Board Membership and Capacity Building. Achieving full board membership remains the single most consequential step toward fulfilling IPOB's oversight mission. The board will continue to pursue all available avenues to fill vacant positions and will work with city leadership to underscore the operational impact of vacancies on the board's ability to meet its responsibilities. Complementary efforts to strengthen member retention and engagement will also be prioritized.

Standard Operating Procedures. The board will renew its commitment to formalizing comprehensive SOPs governing OPRA/IPOB protocols will remain a central priority. Well-defined procedures are essential to ensuring that oversight functions are carried out consistently, regardless of changes in board membership or staffing.

Digital Transformation of Board Operations. The board will advance efforts to fully digitize case-related forms and documents, enabling more accurate and efficient tracking of case dissents, training recommendations, and policy referrals. Reducing reliance on paper-based processes will improve both accessibility and accountability.

Tracking HPD Follow-Through on Recommendations. Developing and implementing a formal mechanism to track HPD's response to IPOB policy and training recommendations will be a priority in 2026. Ensuring that board recommendations result in documented follow-through is fundamental to the integrity of the oversight process.

HPD Training Division Engagement. The board will work to establish a formalized, ongoing relationship with the HPD Training Division. This partnership will include a structured process for submitting, tracking, and confirming the implementation of training recommendations at both the Academy and in annual officer refresher training.

Risk Management Collaboration. The board will seek to build a more deliberate and structured collaboration with the Risk Management Division, with the goal of ensuring that trends and patterns identified through case reviews are effectively translated into policy change recommendations.

Reducing Case Review Delays. Improving the timeliness of case reviews — particularly for high-impact categories — will remain a key operational focus. The board will identify specific

intervention points in the review pipeline where process improvements can have the greatest impact on overall timelines.

Member Training and Development. Expanding training opportunities for board members will be a sustained priority. As membership grows, a robust onboarding and continuing education framework will be essential to maintaining the quality and consistency of panel reviews.

Electronic Case File Access. Transitioning to an electronic case file system for panel members remains a priority for 2026. While implementation has required ongoing engagement with HPD to align on processes and technical requirements, the board remains committed to demonstrating the value and effectiveness of this approach. Efforts will continue to build familiarity with electronic review workflows and to highlight the efficiency gains and widespread adoption of similar systems in comparable oversight bodies across the country. The board is confident that continued dialogue and demonstration of best practices will support progress toward full implementation.

Community Concerns Monitoring. The board will develop a more systematic approach to identifying and tracking community concerns as outlined in Executive Order 1-5, ensuring that the oversight process remains grounded in the priorities and experiences of the communities HPD serves. By pursuing these goals, OPRA aims to enhance its oversight capabilities, streamline operations, and further strengthen transparency, accountability, and trust in policing throughout 2026.

Conclusion

The Office of Policing Reform and Accountability remains steadfast in its commitment to fostering trust, accountability, and transparency between the Houston Police Department and the communities it serves. The findings of this report reflect both the meaningful progress made in 2025 and the work that remains ahead.

This year brought tangible achievements. The launch of the OPRA Data Dashboard marked an important step toward building a culture of accountability from the ground up, ensuring that all Houstonians have access to the data and understand the role and importance of civilian oversight.

At the same time, this report is candid about the challenges that have limited the board's capacity. Operating with only 16 of 30 authorized membership positions filled has placed meaningful strain on the board's ability to fulfill its mission at full effectiveness. Filling those

vacancies is not merely an administrative priority — it is foundational to everything IPOB exists to do. The board will continue to pursue every available avenue to achieve full membership and urges city leadership to recognize the critical role that a fully staffed board plays in maintaining public confidence in law enforcement oversight.

Looking ahead, the 2026 goals outlined in this report reflect the board's commitment to building on what works while addressing what has fallen short. Streamlining the IAD/IPOB workflow, advancing the digitization of board operations, strengthening relationships with the HPD Training Division and Risk Management, and developing a public compliance dashboard are among the priorities that will define the board's work in the coming year.

Community-oriented policing and meaningful civilian oversight share the same foundation: trust. When residents feel that law enforcement is held to a consistent and transparent standard, the relationship between police and community shifts from one of enforcement to one of partnership. OPRA and IPOB exist to help build and sustain that trust — not only by reviewing cases, but by ensuring that the oversight process itself is visible, accessible, and responsive to the communities it serves.

The work of accountability is ongoing. OPRA remains committed to fostering a Houston where residents and law enforcement are genuine partners in public safety, and where the systems designed to ensure equity and integrity are given the support they need to function as intended.