



COMMUNITY POLICING ADVANCEMENT IN AUSTIN

ONE AUSTIN
SAFER TOGETHER



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A MESSAGE FROM CHIEF MANLEY

I am pleased to present the City of Austin Police Department 2018 Community Policing Outlook and Staffing Report.

We define community policing as "building positive relationships, one contact at a time, by being present, engaged, and visible in our community to address crime and improve the general well-being of residents and visitors."

This report provides an overview of the current structure of the Department, from recruiting and ongoing training to engagement initiatives and the implementation of evidence-informed practices. The leadership and management commitments, stakeholder engagement, and new performance metrics detailed throughout will result in long-term systemic change and optimal transparency.

A staffing and support needs assessment, completed in 2016 by the Matrix Consulting Group, assisted with framing our initial discussions and planning activities. As you are reading, please keep in mind that this is a living document that will be updated over time to assist with our collective efforts. The report describes options for the City's community policing scope of work and encourages ongoing discourse. The majority of future activities rely on the intersection of public safety, community, and political support, and a joint willingness to dedicate and leverage resources to accomplish shared objectives.

I truly appreciate the time of those who have contributed to this collaborative endeavor. I invite all community members, officers, stakeholders, and city personnel to participate as we move forward. Our next step is to create a blueprint, a map for incorporating community policing into all aspects of the local public safety response. Partnership opportunities, with varying levels of obligation, will soon be available on our website: www.austintexas.gov/police.

I look forward to meeting and working with each of you during this process and encourage you to share your experiences as we become One Austin, Safer Together.

Respectfully,

A handwritten signature in blue ink that reads "Brian Manley". The signature is fluid and cursive, with a long horizontal flourish at the end.

Brian Manley, Austin Police Chief

OUR COMMITMENT

The Austin Police Department is committed to the highest standards of ethical conduct and social responsibility, and to building positive relationships, one contact at a time. Our first responders are present, engaged, and visible, working with the community to address crime and improve the quality of life of residents and visitors.

A SIGNIFICANT MOMENT

Twenty-plus years ago, Robert Trojanowicz and fellow academics called community policing a new philosophy “based on the concept that police officers and private citizens working together in creative ways can help solve contemporary problems related to crime, fear of crime, social and physical disorder, and neighborhood decay.” They explained the philosophy as predicated on the belief that achieving its goals requires a department to develop a relationship with the law-abiding people in a community, allowing them a greater voice in setting local police priorities and involving them in efforts to improve the overall quality of life in their neighborhoods. Community policing shifts the focus of police work from handling random calls to solving community problems.

Fast forward, the premise remains relatively unchanged – officers and the community working together in creative ways to solve problems and to reduce crime and the fear of crime. The philosophy, the policing culture, and society have evolved. Community policing concepts and models date back to the civil rights movement, some achieving success and others resulting in little impact. At the national, state and local levels, we have watched the evidence base develop slowly, and at times struggle to gain traction. Law enforcement agencies, including APD, once viewed community policing as an “add on” – both programmatically and fiscally. This narrow lens resulted in unstable police / community interactions and increased pressure on officers to be a singular force for public safety.

The 24-hour news cycle and social media coverage of officer-involved incidents, shootings, and related discord established community policing as a powerful social movement. We all see, hear, discuss and share stories about events that, in turn, contribute to policy changes and cultural shifts. City leaders, the community and law enforcement alike are interested in defining and creating partnerships designed to accomplish policing objectives collaboratively. We should no longer operate in a silo. We want community members to work with us and with other City departments to reduce crime and to affect neighborhood and place-based change. Unfortunately, a national model for a comprehensive and evidence-informed community policing program does not exist.

In July 2016, the City hired the Matrix Consulting Group to study “the staffing and support needs of the Austin Police Department to provide proactive and community-oriented law enforcement services.” The Matrix report¹ greatly assisted the Department in framing community discussions and moving at an accelerated pace toward comprehensive implementation. The Matrix recommendations (Appendix A) and action taken with regard to each are detailed in this report.

This report provides the City’s police structure and public safety outlook, and outlines current community policing goals, measurable objectives, activities and next steps. This is a living document that will be updated over time to serve multiple purposes. This report considers years of research and data, as well as successful and failed justice system approaches. References throughout include local studies, assessments and online resources. Our next step is to create a blueprint, a map for incorporating community policing into all aspects of the local public safety response. This report discusses options for the City’s community policing scope of work and encourages ongoing discourse. The majority of activities rely on the intersection of public safety, community, and political support, and a joint willingness to dedicate and leverage resources to accomplish shared objectives.

¹ https://www.austintexas.gov/sites/default/files/files/Police/Austin_Community_Policing_Report_7-21_-_Final.pdf

APD STRUCTURE AND PUBLIC SAFETY OUTLOOK

Encompassing 325.95 square miles, the City provides public safety services for over 963,000 residents² and an estimated 25 million visitors annually.³ APD enforces laws, statutes and ordinances with an authorized workforce of 1,908 sworn and 725 civilian employees. Annually, Austin's 9-1-1 Communications Center receives approximately 1 million calls for public safety services. Organizationally, the Department is now divided into 9 patrol commands comprised of many specialty areas that work in concert to investigate incidents, ensure public safety, and assist crime victims, survivors and their families to include:

- Research and Planning
- Special Events, Parks and Lakes
- Highway Enforcement
- Special Operations
- Organized Crime
- Investigations
- Victim Services
- Training and Recruiting
- Intelligence and Technology
- Professional Standards
- Communications
- Forensics
- Human Resources
- Financial Services

Our sworn and civilian personnel are assigned to locations throughout the City and work varied shifts to accommodate 24/7 operations. Executive and command staff use evidence-informed approaches as well as current and historic data to inform and guide the fiscal and programmatic decision-making processes.

Rewrite the mission statement so that it is clear that the Austin Police Department conducts business that recognizes Community Policing and Problem-Solving as the foundation of all activities (Matrix, 1)

Our workforce recognizes the benefits of collaborating, as inclusively as possible, with community members and stakeholders. Officers understand the value of participating at neighborhood meetings and civic events and in spending time with advocacy and support organizations, reentry groups, faith communities, and economic contributors. In cooperation with the City's Organization Development Department and in keeping with the Austin City Council Strategic Direction 2023⁴, we are engaged in a transformation of organizational culture, accelerating community policing with a clear future vision and direction:

²City of Austin demographics. <http://www.austintexas.gov/demographics>

³Austin Convention and Visitors Bureau, 2017. <https://www.austintexas.org/travel-professionals/>

⁴Adopted on March 8, 2018.

VISION

A department that is trusted and respected by all, and collaborates with our community to make Austin the safest city in America.

MISSION

To keep you, your family, and our community safe through innovative strategies and community engagement.

VALUES – I C.A.R.E.

Integrity: the cornerstone of police work, without it public trust is lost

Courage: to make the right professional decision

Accountable: to the community, the department, and coworkers

Respect: of the community, the department, and most importantly, self

Ethical: professional actions and decision making

Develop a marketing plan that supports the agency's Community Policing goals and efforts (Matrix, 5). The APD should provide funding for the PIO to market its Community Policing efforts (Matrix, 6). Revise the APD website and Facebook page to reflect Community Policing principles (Matrix, 20).

The APD Public Information Office (PIO) is comprised of sworn and civilian media specialists who serve as the Department's initial point of contact for local and national inquiries. PIO designs and coordinates APD messaging to the community, develops public service announcements and public presentations, facilitates media interviews, and coordinates field commander needs during major events.

Following a series of public meetings facilitated by Organization Development staff, APD PIO led the creation of a new brand for the Department – "One Austin, Safer Together." The marketing plan is currently being finalized and will include community outreach through various social media platforms. The plan will provide information and education, and request input on how the partnership can move forward through mutual trust, respect, and strong collaboration.

The Department's general fund budget will continue to cover personnel, advertising and related costs for marketing efforts. Our social media content will highlight community policing and outreach efforts, such as Coffee with a Cop, Making a Difference and Superhero Day at the Dell Children's Hospital. Media platforms will also be used to educate the community about the many facets of the policing profession.

Establish a clear policy that defines community policing and problem-solving at the Austin Police Department. The policy should be comprehensive so that the philosophy of Community Policing is established in all functions of the Department (Matrix, 11). Revise job classifications and policies and procedures that subscribe to Community Policing principles (Matrix, 18).

APD recently developed a new community policing policy in partnership with the community, which serves as the basis for the Department's mission and guiding principles. Our Department strives to achieve an understanding of the traditions, culture, and history of Austin neighborhoods, to collaboratively develop proactive solutions to problems, to increase the legitimacy of local law enforcement, and to advance trust in policing. Likewise, the Department provides information, outreach and training to achieve a community-wide understanding of police practices and procedures, as well as the traditions and culture of law enforcement. These efforts are directed in the furtherance of our overarching goal of keeping Austin residents and visitors safe.

We define community policing as "building positive relationships, one contact at a time, by being present, engaged, and visible in our community to address crime and improve the general well-being of residents and visitors." The policy stresses the use of the SARA (scan, analysis, response, and assess) problem-solving model and supports procedural justice through four core principles:

- Treatment of others with dignity and respect
- Recognition of individual thoughts and beliefs
- Neutral expression and transparent actions
- Trustworthy motives

In addition to establishing a comprehensive community policing policy, we reviewed and, at times revised, job classifications and policies to ensure consistency with our principles. We anticipate updating Department policies, procedures and problem-solving tools as new and innovative strategies are developed. Two surveys – one specific to community policing and the other to policing interaction – have been developed and will be launched by the spring of 2019. These tools will allow the Department to gain additional insight and capture a baseline for the ongoing assessment of our policing practices.

Define the roles of supervisors, managers, command and executive staff as they relate to community-oriented policing and problem-solving (Matrix, 7). Develop a Community Policing theme that highlights the philosophy as a major focus of Academy training (Matrix, 21).

APD executive and command staff have redefined community policing at the local level and have translated the expectations of the Department to sworn and civilian personnel. Our four core principles will be at the forefront of all communications and problem-solving techniques will be at the center of employee training and guidance. Sworn and civilian supervisors and managers will promote community and problem-oriented policing as effective tools for improving individualized services. They will ensure that all personnel partner with the community and track the progress of joint efforts, challenges faced, and strategies employed. Active problem solving will be reviewed in group (unit) settings to gain multiple perspectives and gauge the most promising solutions.

Our employee evaluations have been updated to ensure that they are consistent with our community policing principles. Sworn and civilian evaluations include the Department's values and community policing dimensions. As new employees join the department – as cadets and as civilians – each will learn the above described philosophy and commit to advancing community policing in the completion of their daily work.

RECRUITING, CADET TRAINING, CONTINUING EDUCATION, ASSESSMENT AND RETENTION

The APD Training Academy manages sworn recruiting functions, cadet training, and continuing education and training (mandatory and elective) for sworn and civilian personnel. In-person and online coursework is continually updated to meet our community policing goals. Academy staff is currently exploring options for further promoting positive interactions in and out of the classroom. Instructors, in cooperation with APD employees visiting the facility, are modeling the mannerisms and behaviors expected of all personnel.

Conduct a training needs assessment of all APD training functions every 3 years (Matrix, 35).

To ensure that training is relevant and meeting the contemporary needs of the community, all academy functions and lesson plans are reviewed and updated annually. APD will be conducting an audit of all training academy activities in 2018.

RECRUITING

The Department's Recruiting Unit is comprised of sworn personnel, background investigators, and administrative support staff. Recruiting actively outreaches at the local and national level to identify and hire police cadet candidates who will excel at providing public safety services. Recruiters are kept apprised of Department and City demographics and strive to attract a workforce that mirrors Austin's diverse community.

Assign all resources necessary to recruiting in an effort to attain the number of applicants necessary to fill attrition and newly authorized positions (Matrix, 14).

Recruiting is staffed at an optimal level with sworn and civilian personnel to aid in the efficiency of the background (investigative) and in-take processes. The Department generally maintains staffing levels of approximately 90-95% percent. Historically, APD has not been challenged with recruiting and hiring the number of cadets necessary to maintain authorized staffing levels. Moving from paper applications to an online system resulted in a much higher number of applications received each cycle.

Develop a Marketing and Strategic plan for Recruiting and Hiring that emphasizes Community Policing principles (Matrix, 17). Produce a recruiting video that is more in alignment with community policing and problem-solving and make it available to the general public (Matrix, 27).

In late 2017, APD hired a civilian Recruitment Coordinator to focus on marketing and social media strategies, and to manage our online recruiting platform. The Department's Marketing and Strategic Recruiting plan was completed in the Summer of 2018. Our new recruiting video is available online⁵ and reflects the tenets of the Department's new community policing policy.

APD is committed to portraying recruiting and policing responsibilities in a realistic light. Past recruiting videos focused on the 5% of police work that is "action-packed." Our new video captures a balanced

⁵ <http://www.austintexas.gov/department/apd-recruiting>



perspective on the daily application of problem-oriented policing and the importance of community engagement.

Continue efforts to utilize Community Liaisons, Explorers and PAL as feeders for Recruiting (Matrix, 19). Develop methods to recruit youth in languages representative of Austin's diverse community (Matrix, 55).

Personnel assigned to the Department's Office of Community Liaison⁶, Explorer Program⁷ and Police Activities League (PAL)⁸ spend the majority of their time in neighborhoods, at community events, at recreation centers, on soccer fields, and in boxing arenas. They assist individuals and families through outreach. They coordinate community-wide youth programming. They build lasting connections and trust between the community and police. Recruiting talent from within the Austin community is one way that our liaisons and officers contribute to the Department's mission. Bilingual members of our outreach staff assist in mentoring and recruiting efforts. We will continue to explore new ways of recruiting youth in languages representative of Austin's diverse community.

In addition to these recruiting sources, APD offers an internship program⁹ for those interested in a law enforcement career. Internships are unpaid 5-month positions that require a minimum 20 hours of work per week with detectives in specific units. Interns are exposed to a variety of policing strategies and, upon successful program completion, are placed at the top of the eligibility list for the next available cadet class (only allowable under meet and confer). The Department is currently looking at revamping the internship program, by working in partnership with Huston Tillotson College and by identifying funds for internship stipends.

Reduce the number of days required to complete the testing process to four months total and one visit (Matrix, 15). Automate all background and testing to speed the process (Matrix, 16).

The sworn hiring process is lengthy and now, fully automated. The Department understands that applicant trips to Austin are costly and has explored options for consolidating requirements. Unfortunately, the process cannot be reduced to accommodate one visit to the city. Two visits are absolutely necessary to complete each of the following phases:

- An applicant completes a 171-question online application.
- An intake officer reviews the initial submission and if the application does not include disqualifiers, the applicant is scheduled for Phase 1 testing.
- Phase 1 testing is a 2-day requirement
 - Day 1: physical fitness (2,000-meter row), FPSI written exam (reading comprehension, writing portion, situational exercises, integrity section, mathematical abilities section), written pre-polygraph questionnaire, written MMPI-2RF and IPI-2 psychological exams (scored after an applicant passes the background phase due to associated cost)
 - Day 2: oral board

⁶ <https://austintexas.gov/department/office-community-liaison>

⁷ <http://www.austintexas.gov/department/apd-explorers>

⁸ <http://austinpoliceractivitiesleague.website.siplay.com/>

⁹ <http://www.austintexas.gov/department/internship-program>

- If the applicant passes Phase 1 testing, s/he is provided the background history statement link to complete within two weeks.
- If the applicant passes background investigation, s/he is scheduled for Phase 2 testing.
- Phase 2 testing is also a 2-day requirement. Applicants participate in a psychological evaluation, medical exam and polygraph.
- Successful applicants receive offer letters via email. Applicants that return offer acceptances are placed on the hiring list.

CADET TRAINING

Cadets complete approximately eight months of instruction at the APD Training Academy. As with the community served, each cadet's background and lived experiences widely vary. The field and classroom courses prepare officer candidates by providing them with the knowledge, skills, tactics, tools and expertise needed to be effective law enforcement officers.

Develop an introductory survey class to teach cadets the history, structure, philosophy and application of Community Policing in the Austin Police Department (Matrix, 22).

The APD Training Academy developed a course that introduces cadets to the local and state history of community policing. It speaks to the current definition and philosophy, and provides examples of approaches and applications with everyday assignments. The class embraces the Peelian principles¹⁰ of policing:

- The basic mission for which the police exist is to prevent crime and disorder
- The ability of the police to perform their duties is dependent upon public approval of police actions
- Police must secure the willing co-operation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public
- The degree of co-operation of the public that can be secured diminishes proportionately to the necessity of the use of physical force
- Police seek and preserve public favour not by pandering to public opinion but by constantly demonstrating absolute impartial service to the law
- Police use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice and warning is found to be insufficient
- Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence
- Police should always direct their action strictly towards their functions and never appear to usurp the powers of the judiciary
- The test of police efficiency is the absence of crime and disorder not the visible evidence of police action in dealing with it

Cadets should continue to write the observation report or make a presentation on their experience in the Immersion Program (Matrix, 23).

¹⁰ <https://thecrimepreventionwebsite.com/police-crime-prevention-service---a-short-history/744/the-peelian-principles/>

The cadet cultural immersion experience, piloted in 2003, is a long-standing tradition at the Training Academy. Cadets spend time with, learn from and study specific populations within the Austin community (minority races, LGBTQ, college students, seniors, disabled, faith-based, mental health consumers, etc.). They report back to their cohort with thoughts and ideas for more successful interactions and collaborations. The Department is very fortunate to have a wide volunteer base and hosts from within the community to assist with the learning process. Later in the learning process, following graduation, our new officers draw on the cadet cultural immersion experience to complete neighborhood-based reports in cooperation with the community.

Explore the use of problem-based learning methodology in the Police Academy (Matrix, 26). Explore the use of Problem-Based Learning (PBL) as a limited tool to engage trainees in problem identification and solution activities (Matrix, 31).

During their 8-month academy training, cadets practice problem-based learning using evidence-informed approaches to identify and solve local neighborhood problems. A model encouraged with such exercises is SARA (scan, analyze, respond, assess). This standardized tool sets the tone for cadets and allows them to connect their lived experiences with current issues, conduct scenarios, and work with their trainers and the community towards solutions. Community policing dimensions have been added to the grading criteria for all role plays. Throughout their careers, officers will be expected to continue using problem-based learning methodologies. This will be in collaboration with peers, the community, City officials, and advocacy and stakeholder groups.

FIELD OFFICER TRAINING

The academy's Field Training Program (FTP) is a 3-month program. It is the last step in training before cadets enter their final probation period. Field training officers (FTO) are recognized as leaders among peers and receive specialized training prior to working with newly graduated officers. For the new officers, FTOs act as mentors who provide training and guidance while they apply skills learned at the academy and put their knowledge into practice.

Explore the use of Bloom's Taxonomy of Learning as a tool to construct learning activities and to identify learning issues faced by trainees (Matrix, 32).

Bloom's Taxonomy¹¹ is a framework used to guide education and training. The arrangement is comprised of six components: knowledge, comprehension, application, analysis, synthesis, and evaluation. Prior to their work with cadets, FTOs complete a course focused on training methodologies that encompass all levels of Bloom's (including recent modifications).

Explore the potential for developing and implementing a Community Policing-based field training program, such as that proposed by the Department of Justice, COPS Office (PTO), to replace the present program (Matrix, 34).

¹¹ <http://www.austintexas.gov/department/apd-explorers>

The U.S. Department of Justice, COPS Office Policing Training Officer (PTO) Program¹² guidance was published in 2001 as a problem-based learning manual for training and evaluating police trainees. The Department's field training program is a hybrid of the COPS recommendations (Reno and San Jose models) and has been updated over the years to incorporate social, cultural and community policing advancements.

The APD should approve the FTP proposal to add a DOR dimension that specifically includes community organizing and problem-solving (Matrix, 30).

APD's Field Training Program (FTP) includes a Daily Observation Report (DOR). Following required training, an FTO uses the DOR to document progress and guide future related activities, mentoring and, at times, retraining. Community policing and problem solving are included in the daily report. Other rated dimensions include attitude, appearance, knowledge of statutes, driving skills, report writing, investigative skills, officer safety, control of conflict, problem solving, decision making, communications, community and peer relationships, and relationships with ethnic groups other than own.

Reconsider the planned change in the 1-7 rating scale to a 1-4 scale. The 1-7 scale allows trainees to work within a range of ratings where positive reinforcement is easier to attain (Matrix, 28).

The academy uses a rating scale to track, assess and develop trainees. Historically, the Daily Observation Report (DOR) employed a 1-7 rating scale, with "1" indicating unacceptable behavior, "4" indicating acceptable, and "7" superior (the use of 2, 3, 5 and 6 was discretionary). The Department recently adopted a 1-5 scale as opposed to a planned 1-4 evaluation change.

The 1-5 scale allows for greater rating distinction, objectivity and positive reinforcement. All options are clearly defined according to the dimension that an FTO is rating, as follows:

- 1 – not responding to training
- 2 – unacceptable
- 3 – need improvement
- 4 – acceptable
- 5 – exceptional

Implement a requirement that trainees complete a neighborhood portfolio that analyzes a specific area of the city, which will not only create a useful database for Community Policing activities, but will establish the foundation for partnerships between the community and the Department (Matrix, 33).

The Neighborhood Portfolio Exercise, first implemented in 2016, will continue to be a self-paced component of probationary officer learning. The exercise is viewed as an extension of the immersion program. Neighborhood portfolios focus on small geographic areas and include environmental factors, demographics, chronic and emerging hot spots, crime patterns, traffic issues and related community challenges.

New Officers during their probationary period will develop their portfolios through interactions with residents, business owners and community leaders. Officers present their reports to their assigned units and, at times,

¹² <https://ric-zai-inc.com/Publications/cops-w0358-pub.pdf>

with participation from community members who assisted with the exercise. This practice increases the unit's knowledge of Austin crime issues, geography, social services, and overlapping City services. APD's portfolio database assists in the creation of long-term problem-oriented solutions involving police and other City functions.

Reassess proposed changes to the present Trainee Checklist. Instead of a reduction of tasks, the checklist can be redesigned to become a training guide (with no checkoff process) and include the processes of Community Policing (Matrix, 29)

The Field Training Program developed the Field Training manual which includes several appendices. The appendices include community policing resources to help further guidance in problem solving. Also, the Trainee Checklist content was significantly redesigned.

Identify and adopt a definition of leadership that is focused on problem-solving and facilitates the involvement of all employees in leading the community (Matrix, 9). Provide leadership training to all members of the Department (Matrix, 10). Provide problem-solving leadership to all employees through local delivery or e-learning methods already established by the Department (Matrix, 38).

APD defines leadership as "influencing human behavior to achieve organizational goals that serve the public while developing individuals, teams, and the organization for future service." We have re-designed a 40-hour front line leadership course for every member of the department, which will:

- increase our workforce's understanding of personality traits with respect to community policing
- empower all APD personnel, regardless of position, with the knowledge and ability to address and solve problems

The week-long class (currently open to all employees) will be mandatory for sworn and civilian supervisors and managers. All personnel will be encouraged to attend the training over the next two years. Skills learned include: identifying toxicity, facilitating communication, and pinpointing root causes of conflict (including consideration of individual, generational, equity, and equity differences). The coursework will enable all personnel to understand, actualize and use our definition of leadership on and off duty.

In addition to this class, the Department hosts an advanced, multi-week course called the Leadership Command College. The command college is mandatory for sworn management and civilian managers.

Provide training on Community Policing to all non-sworn members through local delivery or e-learning methods already established by the Department (Matrix, 36). Develop e-Learning training program that encompasses cultural and social issues that affect the relationship between the APD and the community it serves (Matrix, 37).

A "Police – Community Partnerships" class will be available to and mandatory for all personnel of the Department in the fall of 2018. APD will use a local delivery system for the course.

A community relations video is currently in production. It will educate the workforce on Austin's diverse history and community members' experiences with officers. Viewing the video through e-learning will be mandatory for all personnel.

Continue to search for a Community Policing related train-the-trainer class to offer to Police Academy instructors and field training officers (Matrix, 24).

The "Police – Community Partnerships" class was developed in collaboration with the U.S. Department of Justice COPS Office. A subject matter expert conducted a train-the-trainer class for instructors and FTOs. We will continue to explore train-the-trainer offerings to improve our community policing knowledge and expertise at the academy and in the field.

Transfer all exit interviews of cadets and trainees who self-terminate employment during the Police Academy and the Field Training Program to Human Resources (Matrix, 25).

The APD Human Resources Department provides support for sworn and civilian divisions. Transferring cadet exit interviews and self-employment terminations under the purview of civilian specialists was a process improvement. We have found that discussion with separating employees outside of the academy walls results in more lengthy and forthcoming conversations that may assist the Department with future cadet learning.

SWORN AND CIVILIAN ASSESSMENT AND RETENTION

In addition to the assessment criteria described below, executive and command leadership factor employee mid- and year-end performance and division retention levels into organizational decisions focused on health, wellness and resiliency.

Analyze the performance evaluations for all employees, sworn and non-sworn, and develop a system that evaluates employees' efforts in Community Policing, including specific dimensions on the Department's values, vision and mission (Matrix, 40).

Sworn performance evaluations assist supervisors with framing community policing expectations and determining the use of evidence-informed strategies and techniques during performance periods. Rated dimensions include:

- The use of procedural justice practices (treating citizens with respect and the use of fact-based (vs. biased) decision-making)
- Knowledge of:
 - Department policies and procedures regarding community policing
 - Effective community policing strategies and practices
 - Diverse cultural groups and their unique law enforcement concerns
 - Appropriate techniques for deescalating situations and contacts
- Skill in establishing and maintaining effective working relationships with diverse cultural and social groups
- The appropriate use of listening and verbal skills to maintain professionalism during difficult interactions
- The exercise of empathy and understanding with city employees and members of the community
- Application of emotional intelligence skills to understand and collaborate with the community to improve public safety, solve issues and build trust

Beginning in 2018, an officer's annual review will include the above evaluation criteria. Those who have demonstrated a positive commitment to APD's vision, mission and values will be awarded the newly-established Community Service Ribbon.

In addition to scoring core position functions, civilian performance reviews assess employee customer service and engagement at mid-year and year end. Rated dimensions include pride, friendly interactions, professionalism, knowledge, proactive engagement, problem solving and teamwork.

Evaluate the software currently used by Internal Affairs to store investigative records and determine if modifications are needed or if new software must be purchased so that sufficient records searches may be conducted (Matrix, 4).

The proper storage, maintenance and accessibility of officer records is critical to management assessment efforts. APD Internal Affairs recently evaluated their software capacity and concluded that the system is meeting the current demand. Currently, APD is working with the City of Austin Office of Police Monitor to determine whether a new software product would result in efficiencies and meet our joint long-term needs.

Develop an evaluation system that allows employees to assess supervisory, management, command, and executive efforts in Community Policing (Matrix, 8)

Every two years, APD employees will participate in a Leadership Command Profile, a tool that allows each to assess systemic community policing competencies within a command. The profile template provides options for rating within five core characteristics: leadership, communications and engagement, teamwork and collaborations, personnel development, and workplace environment.

In addition, employees who attend the APD Leadership Academy and the City's Executive Academy receive an individualized 360 analysis that includes peer, supervisor and executive critiques.

Develop a reward system that encourages employee efforts in Community Policing. This may be a separate system or a modification of the Superior Service Citation (Matrix, 41). Develop a policy that addresses officers volunteering their personal time to APD programs (Matrix, 54).

APD values workforce contributions within all specialty areas and dedicates time and resources towards rewarding sworn and civilian efforts. An Awards Committee reviews sworn and civilian award nominations to determine recipients and a ceremony is held annually. In addition, the civilian workforce participates in REAP – Recognizing Exceptional Actions Program. A REAP luncheon is hosted annually and attended by sworn and civilian personnel.

A Community Service Citation ribbon has been created for personnel who demonstrate voluntary acts of donating time and devotion to the community while promoting the safety, health, and education or welfare of the citizens, or providing volunteer community service which results in favorable recognition of the Department.

Officer volunteerism is recognized through various award processes and social media. The Department will continue to stress that an officer's decision to volunteer is autonomous. Due to Fair Labor Standards Act (FLSA) concerns, APD will not track or monitor volunteerism, or establish a volunteer policy.

Evaluate reasons for the high attrition rate in the Communications Unit and take immediate steps to try and reduce it to the 10% - 12% range (Matrix, 63).

The APD Communications Division is comprised of 226 emergency services employees, which equates to 31% of the civilian workforce. An analysis of the attrition rate, 20% over several years' time, resulted in the revision of Communication's Standard Operating Procedures as well as a request for additional personnel, to be phased in over the next five years. Communications supervisors continue to identify issues and potential resolutions, keeping in mind the health and wellness of employees while prioritizing the emergency needs of the community and support needs of Austin officers. Since the Matrix assessment, the attrition rate has been reduced to 14%.

EVIDENCE-INFORMED PROCESSES

Quantitative and qualitative data, assessment, evaluation, the local and national evidence base, and community and workforce survey responses inform and guide the APD's fiscal and programmatic decision-making processes. APD tracks and publicly releases a high level of data annually, more so than most departments nationwide. We use data to:

- Increase efficiencies
- Ensure officer safety
- Identify internal and external issues
- Understand the views of the community
- Understand the strengths and limitations of the workforce
- Appropriately staff divisions
- Increase accountability, transparency, and legitimacy
- Gauge the health, wellness and resiliency of the organization
- Design place-based programming and interventions

Data is a powerful tool, particularly within media platforms. As our community policing partnership grows in capacity and strength, we highly encourage all partners to consider data and messaging impacts on the community. Providing context with data references will promote a greater understanding of local metrics and will allow for more informed conversations in the coming years.

APD publishes several annual reports online¹³: The Crime and Traffic, Racial Profiling, and Response to Resistance¹⁴ (formerly Use-of Force) Reports. The Annual Crime and Traffic Reports provides an overview of citywide violent and property crimes (FBI Uniform Crime Reporting data), traffic fatalities, notable findings, and trends. The annual Racial Profiling Report, mandated by the Texas Commission on Law Enforcement, captures aggregate race and ethnicity data for traffic stops and related consent / non-consent searches and drug / weapon hits (contraband). The Response to Resistance Report discusses force levels and types of force used, the number of and reasons for contact, and subject actions and injuries, with reports aggregated by race and by officer years of experience. Periodic and one-time reports are located on the same webpage.

Include pedestrian stops and field interviews in the yearly Racial Profiling Report (Matrix, 2).

¹³ <http://austintexas.gov/department/apd-reports>

¹⁴ In October 2016, we partnered with the Urban Institute's Center for Policing Equity (CPE) to measure the community's perception of police fairness (site selection was based on data volume).



To gain a further understanding of possible bias in our policing, we expanded our data collection for the Racial Profiling Report beyond that required by state law. We now include data for all motor vehicle stops (vs. only stops that result in citations or arrests), information on pedestrian stops and field interviews,¹⁵ and demographic data about APD sworn personnel.¹⁶

Develop specifically defined performance measures to gauge the effectiveness of the Community Policing efforts of the Department at the organizational level. Publish a yearly report of the findings (Matrix, 12). Work with the community to develop appropriate performance measures and a reporting process that supports accountability for results (Matrix, 13).

Within the thirteenth recommendation, the Matrix authors provided fifteen “processes suggestions” for the ongoing assessment of police – community engagement efforts but recognized the importance of a collaborative approach in defining and prioritizing citywide problems. Over the last two years, the department and community have collectively referred to the fifteen process suggestions as recommendations. This has led to a bit of confusion. Moving forward, we will refer to the suggestions as “action items” that have been incorporated into our community policing plan and provide the following updates for each:

ACTION ITEMS FOR TRACKING COMMUNITY ENGAGEMENT TIME:

- *Track the amount of proactive time spent by patrol officers in aggregate and in Regions*
 - Proactive time is currently reported by patrol as a whole, within regions, and within each area command. APD is working toward reporting proactive time by day, evenings, and nights.
- *Track “hot spots” in areas*
 - Crime maps (street segment) are continually updated and reviewed with command staff during weekly Rapid Response meetings, and monthly with Executive Staff. Crime trends are tracked over rolling 3-year and 3-month time frames, which provides historic and current context. The maps assist each command with developing their tactical action plans and engagement initiatives.
- *Track relevant individual measures of proactive community policing in aggregate and in Regions*
 - In 2016, five Computer Aided Dispatch (CAD) codes were created for patrol officers to track community engagement time. These codes enable the department to track events, including time spent at community meetings and events, and various community outreach endeavors. The codes are available for all officers, but primarily used by District Representatives.
 - In 2018, APD will assign cell phones to all officers and in 2019, the Department will begin to develop an app to assist with tracking community engagement time.
- *Supervisors (Sergeants) and managers (Lieutenants and above) develop ‘tactical action plans’ to address problems in each Region*
 - A recently developed planning template guides the action planning process. It assists supervisors and managers with considering existing resources, gathering relevant data, obtaining community input, understanding measurable objectives, and tracking progress.
- *Track the efforts of District Representatives (DRs) in working to support the community on service issues*
 - An online database has been created to track issues that have been identified by community members and stakeholders. The database allows the Department to track issues from its inception to completion.

¹⁵ These terms refer to stops to gather information or a consensual conversation, respectively.

¹⁶ For instance, from 1998 to 2018, the number of Hispanic cadets increased so that they now make up 21.9% of new hires.

- *Develop quality of life / code enforcement indicators*
 - The Department will track and use metrics, such as perceptions of community safety, to inform decision making.
 - Community policing and policing interaction surveys have been developed and baseline data will be available in the spring of 2019.
- *Track the efforts of patrol supervisors and managers in supporting and interacting with the citizens*
 - Commanders and supervisors will attend stakeholder meetings quarterly in support of the Department's community policing principles.
 - Interaction with citizens occurs daily and APD will work to track the engagement time of supervisors and managers.

ACTION ITEMS FOR EVALUATING THE EFFECTIVENESS OF COMMUNITY POLICING:

- *Develop and work with Staff and Citizen 'Strategic Planning Groups' to define and evaluate specific community policing targets*
 - In 2017, APD began meeting with stakeholders to identify and begin addressing neighborhood issues using the SARA model (Scanning, Analysis, Response, and Assessment).
 - Stakeholder groups¹⁷ continue to meet on a quarterly basis. The place-based work of APD officers and liaisons is tracked daily, and reported and discussed at quarterly meetings.
- *In support of the 'tactical action plans' described above, develop comprehensive approaches to formally structure them*
 - The tactical action plan template was adopted as the official planning guide in keeping with our new comprehensive approach to addressing neighborhood issues.
 - The tactical action plans are continually reviewed and updated. The projects are discussed weekly in the Commanders Rapid Response Meeting, monthly in the Bureau Chief's Meetings, and Quarterly in the Chief's Community STAT Meeting.
 - Relevant action plans are discussed at the quarterly meetings of the nine stakeholder groups.
- *Develop long term targets for reduction of selected crime rates in each Region*
 - APD has developed long-term targets for the Part I violent crime rate per 1,000 people, the Part 1 property crime rate per 1,000 people, and the percentage of time spent on community engagement.
 - Area commands will continue to identify long-term targets in collaboration with stakeholder groups.
 - The Department has developed comprehensive long-term targets in two Austin communities (Rundberg and Riverside), which will be used as a guide for long-term place-based planning citywide.
- *Develop annual surveys of community perceptions of safety and the APD's effectiveness in shaping those perceptions*
 - Two surveys (policing perceptions and policing interactions) will be distributed in 2018. The initial survey results will provide baseline data and subsequent surveys will show the progress of service delivery and interactions. This information will allow the Department to gauge success from the lenses of procedural justice and legitimacy.
- *Identify appropriate community groups in each Region and work with them to address community problems which the APD can address*
 - In addition to the above described stakeholder groups, DR officers and liaisons are compiling a list of existing community groups to ensure that each is included in future planning meetings. The vast majority

¹⁷ APD uses the term "stakeholder groups" to describe staff and citizen directed "strategic planning groups."

of community members are represented by City Council boards and commissions. The Department will work to leverage the support of established groups.

- *Conduct periodic independent and objective assessments of the Department's performance in critical community policing efforts and interactions*
 - The City Auditor will conduct the first review of the APD community policing program in 2019.
- *Develop specific training targets for community policing in the academy, field and ongoing in-service training*
 - All cadets, sworn personnel and civilian support staff will receive training on the history of Community Policing and "Police-Community Partnerships." In addition, APD will conduct an audit of the training academy in 2018 and based on results and findings, will identify specific targets.
- *Develop a process for periodically addressing community policing related policies, training, field supervision and individual performance*
 - Department policies, training, field supervision, and individual performance policies are reviewed on a continual bases by the Policy Review Committee. APD's efforts toward community policing, training, field supervision, and individual performance will be reviewed in 2019.

METRICS

Our adopted metrics for community policing were finalized following small and large group internal and external stakeholder meetings, as well as a series of public meetings facilitated by Organization Development staff. Community members and law enforcement specialists discussed citywide and neighborhood priorities, which led to the identification of measurable objectives. All metrics are directly in line with City Council Resolution 20180322:

- Percentage of residents and visitors who say they feel safe anywhere, anytime.
- Percentage of residents who say they feel safe within their workplace.
- Percentage of residents who trust the City's public safety services.
- Percentage of community members (public safety consumers) who say our response to their emergency was effective.
- Number and percentage of emergency responses that meet established time standards for that emergency.
- Number and percentage of responders who have completed initial training for service to vulnerable and diverse community members (e.g. mental and behavioral health patients and de-escalation training)—and those involved in ongoing training.
- Part 1 violent crime rate per 1,000 people. Percentage change in that rate (segmented by crime type (e.g. sexual assault, domestic or relationship violence)
- Part 1 property crime rate per 1,000 (and percentage change in that rate)
- Percentage of residents who say they have knowledge and understanding of community laws, codes, and ordinances
- Percentage of safety time spent on community engagement versus goals for that engagement
- Percentage of residents who say that they are prepared to help themselves, their families, and their neighbors respond effectively to disasters and major emergencies
- Percentage difference between citations, warnings, field observations, and arrests from vehicle stops versus arrests of individuals of a particular race (compared to the percentage of that race in Austin)
- Percentage of people who say they were treated fairly during enforcement and judicial processes
- Number and percentage of use-of-force incidents in proportion to the number of arrests made
- Number of citizen complaints
- Percent of case-clearance rates by type of offense

In keeping with our commitment to next-level policing, we elevated our metrics further:

- A partnership with Measure Austin (a local non-profit using racial-disparity research data for improved community services) to establish five metrics for how officers spend time between calls
- District representatives keep track of time spent at town hall meetings, neighborhood association events, safety fairs, and other community interactions
- Evaluation of tactical plans developed from neighborhood portfolio exercises and segment maps using, in large part, metrics validated by residents and stakeholders
- Working with the Citizen Led Austin Safety Partnership (CLASP) and Austin Interfaith for feedback on our vision, mission, and community engagement efforts

- The Police-Community Interaction Survey (PCIS), providing real time feedback to complement a satisfaction survey to be sent to all Austin residents later this year. That survey will measure citizen satisfaction, familiarity with neighborhood officers, and knowledge of APD programs

All APD metrics will be tracked, analyzed, and published on an annual basis. We will include survey data and anecdotal officer and community thoughts on safety, perception of safety, and the quality of interactions and relationships. To improve the throughput of engagement efforts, we are in the process of realigning districts within each of the nine area commands. Working within smaller defined areas will allow officers a sense of ownership and will create opportunities for more collaborative relationships.

Formalize the collection of employee demographic data/statistics by race, ethnicity, and gender, to be conducted annually by Human Resources (Matrix, 39).

The Department has been collecting employee demographic data since 2003. This information assists executive and command staff with a myriad of decisions, from hiring and training to staffing levels and retention. Beginning in 2018, employee demographic data will be published in our annual report.

The Highway Enforcement Command should continue its focus of having Motor Units spend more time in Patrol Districts handling traffic accident calls for service and selective traffic enforcement (Matrix, 59). Add measures to report on traffic safety performance (e.g., the number of contacts per work hour, injury accident reduction) to objectively evaluate performance (Matrix, 60).

Highway Enforcement supervisors will continue to have the Motors Unit supplement regional patrol, assisting with traffic crashes¹⁸ and selective enforcement. Evidence-based initiatives, such as Data-Driven Approaches to Crime and Traffic Safety (DDACTS), include the Motors Unit in an effort to achieve visibility and desired impacts – crime and collision reductions.

The Highway Enforcement Command currently collects data reflecting the number of DWI arrests, rate of serious-injury-producing crashes per 100,000 population, rate of traffic fatalities per 100,000 population, and rate of DWI related fatalities per 100,000 population. With federal and state grant programs, specific measures and driving behaviors are documented and reported on a quarterly basis. This information allows the Department to target poor passenger and commercial driver decisions and to map hazardous and non-hazardous actions requiring police response on Austin’s major traffic corridors.

SWORN AND CIVILIAN STAFFING

APD considers many factors to appropriately and cost-effectively structure police services. Budget, data, technology, the capacity of secured and unsecured facilities, logistics (centralized and decentralized assets), workforce competencies and expertise, and organizational resiliency drive the majority of staffing discussions.

The District Representative Units should be re-focused to implement a community policing effort by identifying and forming stakeholder groups (a Project Team) that will identify issues to address, develop

¹⁸ The Matrix report refers to traffic crashes as “accidents” – terminology formerly used by APD and the community.

and implement effective responses to the identified problems and provide feedback to the Project Team. Staff a new Lieutenant position to implement and coordinate the transition to a formal Community Oriented Policing program (Matrix, 47). Community programs need to continue to work closely with DR's to support neighborhood events (Matrix, 52).

Within each of the Department's nine area commands, we staff district representative offices. District Representative (DR) officers are sworn liaisons to neighborhoods within their command and district boundaries. DR officers assist community members and businesses with solving emergency and non-emergency problems that typically involve contact with other City departments and local service providers. The DRs have been instrumental in APD's transformational efforts in community policing, ongoing collaboration with stakeholders' groups, and tracking quality of life issues.

Community programming connected to but outside the scope of the daily DR functions is typically managed by the Department's PAL, Explorer and Office of Community Liaison (OCL) units. As explained on page 28 of this report, personnel assigned to these three groups spend the majority of their time outside of the office, working in the community. They coordinate community-wide youth, adult and senior programming, and build lasting connections and trust between Austin's diverse community and police officers.

Historically, DR offices have been managed exclusively within the organizational structure of the nine commands. The PAL, Explorer and OCL units have been managed by the Training Academy. In 2017, a lieutenant-rank Community Engagement Coordinator was appointed to centralize efforts, to oversee the nine DR offices, PAL, Explorer and OCL, and to launch a citywide community policing program in collaboration with stakeholder groups. Following a series of public stakeholder group meetings facilitated by the City's Organization Development staff, the lieutenant secured commitment for quarterly stakeholder meetings (one within each of the nine commands). This level of community involvement will allow for the development of a comprehensive community policing program by the spring of 2019. With APD's outreach units under one umbrella, employees will have more opportunities to share knowledge and expertise and current community policing strategies will achieve greater impacts.

Add 12 new CSO positions to function in a field role, handling certain types of low-priority and non-emergency calls that would have otherwise contributed to sworn officer workload. Assign them to the patrol regions as follows to maximize their effect on improving patrol proactive capabilities:

- *Region I (Central): 3 CSO positions*
- *Region II (North): 3 CSO positions*
- *Region III (east): 3 CSO positions*
- *Region IV (South): 3 CSO positions (Matrix, 42)*

The Department does not currently have the capacity to support adding three Community Service Officers (CSO) to each of the regions. This staffing recommendation is contingent on an overall increase in personnel. Phasing in additional officers over the next five years would understandably allow for the dedication of multiple CSO positions.

Redeploy a limited number of officers from the evening and night shifts to each of the two day shifts to increase proactivity during those time periods (Districts I, II, III, IV) (Matrix, 43). Review opportunities to transfer the workload of districts with high workloads to the surrounding districts in order to better balance proactive capabilities (Districts II, III, IV) (Matrix, 44).

APD reviewed the call volume and workload of each shift and established a patrol staffing methodology to ensure the appropriate distribution of officers within each region.

Increase the number of staff allocated to each region by adding the following positions:

- *DTAC (Downtown): 4 officers*
- *Region I (Central): 13 officers and 2 corporals.*
- *Region II (North): 18 officers and 2 corporals.*
- *Region III (East): 12 officers and 2 corporals*
- *Region IV (South): 19 officers and 2 corporals.*

These changes result in a net increase in the number of positions allocated to patrol by 66 officers and 8 corporals (Matrix, 45).

In addition to the staffing recommendations made in the previous section, add the following number of officer positions over the next four years in order to accommodate increases in patrol workload that will result from the City's population growth and to maintain an appropriate amount of 'proactive' or 'community engagement' time:

- *2017: 20 officers*
- *2018: 18 officers*
- *2019: 15 officers*
- *2020: 13 officers*

These positions should be deployed to the regions as determined by the rates of growth in community generated activity by area (Matrix, 46). Increase the current level of staffing in the Motor Units by 4 Officers (to staff each of the six Motor Units with eight Officers) and add staffing in the future as needed to address traffic problems and provide traffic safety enforcement in support of the identified needs in the Regions (Matrix, 61).

A five-year staffing plan has been developed and submitted through the City's budget process. As with the CSO staffing recommendation, the process improvements rely on an overall increase in sworn personnel. The authorization and funding for new sworn positions would allow for the recommended changes and would bring the City's emergency services in line with population growth and annexations.

Add 12 civilian Community Service Officers and re-assign 11 of the sworn District Representative positions to Patrol Operations (Matrix, 48).

The five-year staffing plan submitted through the City's budget process includes a request for nine CSOs (Neighbor Liaison Officers). APD currently has nine area commands with four DRs each, for a total of 36 DRs. The Matrix recommendation would result in the disparate distribution of sworn/civilian personnel performing DR functions in each of the commands. Rather than substitute eleven liaisons for an equal number of officers, APD supports replacing one DR per area command with one liaison, for a total of nine liaisons.

The current staffing levels in Metro Tac Units and the current mission to focus on Regional crime and hot spots should be maintained and the centralized investigative units should continue their primary responsibility to address narcotics crimes (Matrix, 57).

The Metro Tactical and Centralized Investigative Units will continue with their current scope of work. Metro Tac will supplement patrol operations on an as needed basis.

Maintain the current staffing level in Parks and Lakes Units and continue to use these work units as necessary in support of safety and order maintenance goals in the downtown area (Matrix, 58).

APD personnel and resources are stretched thin. We will strive to maintain the current staffing levels in our Parks and Lakes Units; however, we must take a balanced approach and ensure that citywide needs are considered and met.

Evaluate the effectiveness of staffing the Telephone Reporting Unit (9-1-1 Call Takers) with dedicated staff during certain hours of the day (Matrix, 62).

The Department reviewed the Communications Division telephone reporting functions and recognizes the time-saving impacts of this service. The division now assigns adequate 9-1-1 operators and non-emergency staff during high call volume periods, specifically from 10:00 a.m. – 6:00 p.m., Monday – Friday.

ADVANCING COMMUNITY POLICING AND ENGAGEMENT

APD continues to offer a wide range of other engagement opportunities, including:

- Citizens Police Academy, a no-cost 14-week program where citizens learn about the department through division presentations like K9, Air Support, and Internal Affairs
- Active shooter training (upon request)
- Coffee with a Cop
- Seniors and Law Enforcement Together (S.A.L.T.)
- Neighborhood Watch training
- Gang Resistance Education Training (G.R.E.A.T.)
- Rundberg Educational Advancement District (R.E.A.D.), student mentoring (in partnership with AISD)
- APD/Life Anew restorative justice project (Akins and LBJ High Schools)
- The I.C.A.R.E. Conference, a free multi-day event open to the public. It includes educational and interactive sessions on fair and impartial policing, institutional safety and security, mental health first aid, and officers' perspectives on community and law enforcement issues.

We have shifted the locations and format of Commander Forums. The revised forums, now known as Community Engagement Meetings, occur in public spaces and are resident-led discussions in which sworn personnel participate. The revised format affords community members a greater ability to shape the conversation and give voice to their concerns and priorities. The meetings also allow officers to raise awareness about evidence-based policing, an approach using careful consideration of the criminal environment, its root causes, and residents' expectations, to develop tailored solutions that emphasize prevention over enforcement.

Patrol officers need to engage in community activities at a higher level than present efforts. This has been addressed in the resources analysis of this study (Matrix, 3).

To achieve success with long-term targets, the Matrix Report recommends a per officer community engagement time commitment of 35% – 45% and explains in detail the calculations used to arrive at staffing recommendations. In summary, one officer has 2,080 scheduled work hours per year (40 hours per week, typically 10-hour shifts). Matrix arrived at 1,433 net available hours per officer after subtracting out annual leave (295 hours), on-duty court time (20 hours), on-duty training time (20 hours), administrative time (312 hours). An officer's net availability was used to determine proactivity levels and staffing needs. Proactive time, also referred to as uncommitted time, is on-duty time that is not spent responding to calls for service. Matrix recommended the addition of 140+ new officers and supervisors over the next five years to reach and maintain the recommended 35% engagement time (currently at 27%). APD's methodology for supervision varies from Matrix. With the five-year budget forecast, the Department requested the addition of nine non-sworn neighborhood liaison officers (assigned to district representative units), 150 patrol officers, seven patrol corporals, and fifteen patrol sergeants.

With the requested additional resources, our approach to engagement will be targeted. The use of street segment maps that identify locations of violent and property crime (with overlays for community assets and spatial influences) will allow APD and the community greater tactical precision in co-producing efficient, effective crime-reduction strategies.

Establish formal boards or committees for each constituent community that meet with a liaison on a quarterly basis (minimum) to discuss issues and ways to improve service (Matrix, 49).

The Community Engagement Coordinator will work with sworn and civilian outreach personnel to identify constituent groups that meet with the Department's DR and OCL liaisons. Many of Austin's community groups currently hold membership on formal boards and commissions established by the City Council.¹⁹ Instead of creating police-specific quarterly meetings with constituent groups, APD will leverage boards and commissions support and request time on future agendas.

The APD should fund the publication of crime prevention materials for non-English speaking constituent communities (Matrix, 53).

APD uses online and print materials to increase crime prevention and intervention efforts citywide. To ensure equitable access to police services, several of the Department's brochures are translated by internal staff and community partners in multiple languages, including Spanish, Vietnamese, and Korean. APD will continue to work with the community to identify materials needed for translation. Place-based initiatives, particularly those in areas with high levels of immigrants and refugees, involve translation and interpretation services in over ten languages.

In the first quarter of 2018, APD produced and distributed an educational brochure in English, Spanish, Korean and Vietnamese entitled "You and the Police." It discusses productive ways to interact with police and the process for filing an officer complaint or commendation (also printed on all citations).

Explore ways to fund Youth Camp and LINKS programs (Matrix, 50).

Every summer, the Office of Community Liaison offers a camp for at-risk youth. Kids of all ages participate in a mix of sports activities and courses on social justice, art, history, the environment, leadership, and decision making. Middle and high school youth interested in working as mentors and developing their leadership abilities are encouraged to join the Office of Community Liaison Leaders in Knowledge & Support (LinKS) program. LinKS hosts monthly membership meetings and periodic leadership development retreats. Beginning in the fall of 2018, the OCL camp and LinKS program will partner with PAL to implement a three-year state-funded grant project. The goal of the project is to provide comprehensive juvenile justice and delinquency prevention programming that meets the needs of participants through cross-sector partnerships. Project objectives will help to develop and sustain positive assets (strengths) in youth, to build trust between police and Austin's youth population, to provide ongoing instruction and guidance, and to contract with subject matter experts for materials and curriculum development.

¹⁸ <https://www.austintexas.gov/department/more-about-boards-and-commissions>

Provide Annual Reports of OCL activities and performance (Matrix, 51). Produce an annual report that highlights PAL successes and community policing principles (Matrix, 56).

The Office of Community Liaison and PAL will begin publishing annual reports in 2019. The Department's 2018 annual report will highlight activities accomplished by both units throughout calendar year 2017. The report will be assessed by our community stakeholder groups to determine what information is well received and how we can improve upon efforts in future years.

NEXT STEPS

Designing and implementing a comprehensive community-oriented and evidence-informed policing program is a long-term commitment for APD, City leaders and the community. A national model does not exist for the scale of community and cross-sector partnerships Austin desires and deserves. Austin is at the forefront of this national movement. With a strong workforce, supportive political structure, and motivated community, Austin is well positioned for success.

The initial phases of this process are complete. We have collaboratively developed community policing goals, policies, and objectives. Our workforce has taken the time to understand the principles of the Department's vision and are weaving the philosophy into practice. Through the Department's marketing plan, the community is seeing the results of our joint efforts.

We have made significant progress over the last two years and will keep up the momentum, documenting progress and meeting regularly with community members and stakeholder groups. The additional phases of program development will be defined in the coming months. As previously indicated, this document will be updated over time as the partnership strengthens and the evidence base grows. The original and revised versions of this report will be available online.²⁰

²⁰ <http://www.austintexas.gov/department/apd-reports>



RECOMMENDATIONS

APD REPORT- APPENDIX A

#	Matrix Recommendation	Matrix Page ²¹	APD Report Page	Status ²²
1	Rewrite the mission statement so that it is clear that the Austin Police Department conducts business that recognizes Community Policing and Problem-Solving as the foundation of all activities.	17	4	C
2	Include pedestrian stops and field interviews in the yearly Racial Profiling Report.	18	16	IP
3	Patrol officers need to engage in community activities at a higher level than present efforts. This has been addressed in the resources analysis of this study.	19	26	IP
4	Evaluate the software currently used by Internal Affairs to store investigative records and determine if modifications are needed or if new software must be purchased so that sufficient records searches may be conducted.	23	15	C
5	Develop a marketing plan that supports the agency's Community Policing goals and efforts.	28	5	IP
6	The APD should provide funding for the PIO to market its Community Policing efforts.	28	5	C
7	Define the roles of supervisors, managers, command and executive staff as they relate to community-oriented policing and problem-solving.	29	6	C
8	Develop an evaluation system that allows employees to assess supervisory, management, command, and executive efforts in Community Policing.	29	15	C
9	Identify and adopt a definition of leadership that is focused on problem-solving and facilitates the involvement of all employees in leading the community.	30	13	C
10	Provide leadership training to all members of the Department.	31	13	IP
11	Establish a clear policy that defines community policing and problem-solving at the Austin Police Department. The policy should be comprehensive so that the philosophy of Community Policing is established in all functions of the Department.	32	5	C
12	Develop specifically defined performance measures to gauge the effectiveness of the Community Policing efforts of the Department at the organizational level. Publish a yearly report of the findings.	37	18	IP

²¹ https://www.austintexas.gov/sites/default/files/files/Police/Austin_Community_Policing_Report_7-21_-_Final.pdf

²² C = Complete, IP = In Progress, D = Disagree with Recommendation

#	Matrix Recommendation	Matrix Page ²¹	APD Report Page	Status ²²
13	Work with the community to develop appropriate performance measures and a reporting process that supports accountability for results.	15	18	IP
14	Assign all resources necessary to recruiting in an effort to attain the number of applicants necessary to fill attrition and newly authorized positions.	42	7	C
15	Reduce the number of days required to complete the testing process to four months total and one visit.	42	9	C
16	Automate all background and testing to speed the process.	42	9	C
17	Develop a Marketing and Strategic plan for Recruiting and Hiring that emphasizes Community Policing principles.	42	7	C
18	Revise job classifications and policies and procedures that subscribe to Community Policing principles.	42	5	C
19	Continue efforts to utilize Community Liaisons, Explorers and PAL as feeders for Recruiting.	42	9	C
20	Revise the APD website and Facebook page to reflect Community Policing principles.	42	5	C
21	Develop a Community Policing theme that highlights the philosophy as a major focus of Academy training.	50	6	IP
22	Develop an introductory survey class to teach cadets the history, structure, philosophy and application of Community Policing in the Austin Police Department.	50	10	C
23	Cadets should continue to write the observation report or make a presentation on their experience in the Immersion Program.	50	10	C
24	Continue to search for a Community Policing related train-the-trainer class to offer to Police Academy instructors and field training officers.	50	14	C
25	Transfer all exit interviews of cadets and trainees who self-terminate employment during the Police Academy and the Field Training Program to Human Resources.	50	14	C

²¹ https://www.austintexas.gov/sites/default/files/files/Police/Austin_Community_Policing_Report_7-21_-_Final.pdf

²² C = Complete, IP = In Progress, D = Disagree with Recommendation

#	Matrix Recommendation	Matrix Page ²¹	APD Report Page	Status ²²
26	Explore the use of problem-based learning methodology in the Police Academy.	50	11	C
27	Produce a recruiting video that is more in alignment with community policing and problem-solving and make it available to the general public.	50	7	C
28	Reconsider the planned change in the 1-7 rating scale to a 1-4 scale. The 1-7 scale allows trainees to work within a range of ratings where positive reinforcement is easier to attain. Also worded on Page 67 – Reassess changing the 1-7 rating scale to a 1-4 scale. (second sentence is the same).	51	12	C
29	Reassess proposed changes to the present Trainee Checklist. Instead of a reduction of tasks, the checklist can be redesigned to become a training guide (with no checkoff process) and include the processes of Community Policing.	56	13	C
30	The APD should approve the FTP proposal to add a DOR dimension that specifically includes community organizing and problem-solving.	57	12	C
31	Explore the use of Problem-Based Learning (PBL) as a limited tool to engage trainees in problem identification and solution activities.	60	11	C
32	Explore the use of Bloom’s Taxonomy of Learning as a tool to construct learning activities and to identify learning issues faced by trainees.	60	11	C
33	Implement a requirement that trainees complete a neighborhood portfolio that analyzes a specific area of the city, which will not only create a useful database for Community Policing activities, but will establish the foundation for partnerships between the community and the Department.	60	12	C
34	Noted as a long-term recommendation. Explore the potential for developing and implementing a Community Policing-based field training program, such as that proposed by the Department of Justice, COPS Office (PTO), to replace the present program.	62	11	C
35	Conduct a training needs assessment of all APD training functions every 3 years.	69	7	C
36	Provide training on Community Policing to all non-sworn members through local delivery or e-learning methods already established by the Department.	70	13	IP
37	Develop e-Learning training program that encompasses cultural and social issues that affect the relationship between the APD and the community it serves.	70	13	IP

²¹ https://www.austintexas.gov/sites/default/files/files/Police/Austin_Community_Policing_Report_7-21_-_Final.pdf

²² C = Complete, IP = In Progress, D = Disagree with Recommendation

#	Matrix Recommendation	Matrix Page ²¹	APD Report Page	Status ²²
38	Provide problem-solving leadership to all employees through local delivery or e-learning methods already established by the Department.	72	13	IP
39	Formalize the collection of employee demographic data/statistics by race, ethnicity, and gender, to be conducted annually by Human Resources.	73	22	C
40	Analyze the performance evaluations for all employees, sworn and non-sworn, and develop a system that evaluates employees' efforts in Community Policing, including specific dimensions on the Department's values, vision and mission.	73	14	C
41	Develop a reward system that encourages employee efforts in Community Policing. This may be a separate system or a modification of the Superior Service Citation.	73	15	C
42	Add 12 new CSO positions to function in a field role, handling certain types of low-priority and non-emergency calls that would have otherwise contributed to sworn officer workload. Assign them to the patrol regions as follows to maximize their effect on improving patrol proactive capabilities: <ul style="list-style-type: none"> • Region I (Central): 3 CSO positions • Region II (North): 3 CSO positions • Region III (east): 3 CSO positions • Region IV (South): 3 CSO positions 	153	23	D
43	Redeploy a limited number of officers from the evening and night shifts to each of the two day shifts to increase proactivity during those time periods (Districts I, II, III, IV).	153	24	C
44	Review opportunities to transfer the workload of districts with high workloads to the surrounding districts in order to better balance proactive capabilities (Districts II, III, IV).	153	24	C
45	Increase the number of staff allocated to each region by adding the following positions: <ul style="list-style-type: none"> • DTAC (Downtown): 4 officers • Region I (Central): 13 officers and 2 corporals. • Region II (North): 18 officers and 2 corporals. • Region III (East): 12 officers and 2 corporals • Region IV (South): 19 officers and 2 corporals. <p>These changes result in a net increase in the number of positions allocated to patrol by 66 officers and 8 corporals.</p>	159	24	IP

²¹ https://www.austintexas.gov/sites/default/files/files/Police/Austin_Community_Policing_Report_7-21_-_Final.pdf

²² C = Complete, IP = In Progress, D = Disagree with Recommendation

#	Matrix Recommendation	Matrix Page ²¹	APD Report Page	Status ²²
46	<p>In addition to the staffing recommendations made in the previous section, add the following number of officer positions over the next four years in order to accommodate increases in patrol workload that will result from the City's population growth and to maintain an appropriate amount of 'proactive' or 'community engagement' time:</p> <ul style="list-style-type: none"> • 2017: 20 officers • 2018: 18 officers • 2019: 15 officers • 2020: 13 officers <p>These positions should be deployed to the regions as determined by the rates of growth in community generated activity by area.</p>	159	24	IP
47	<p>The District Representative Units should be re-focused to implement a community policing effort by identifying and forming stakeholder groups (a Project Team) that will identify issues to address, develop and implement effective responses to the identified problems and provide feedback to the Project Team. Also, a new staff Lieutenant position to implement and coordinate the transition to a formal Community Oriented Policing program.</p>	176	22	C
48	<p>Add 12 civilian Community Service Officers and re-assign 11 of the sworn District Representative positions to Patrol Operations.</p>	177	24	IP
49	<p>Establish formal boards or committees for each constituent community that meet with a liaison on a quarterly basis (minimum) to discuss issues and ways to improve service.</p>	182	27	C
50	<p>Explore ways to fund Youth Camp and LINKS programs.</p>	182	27	IP
51	<p>Provide Annual Reports of OCL activities and performance.</p>	28	28	C
52	<p>Community programs need to continue to work closely with DR's to support neighborhood events.</p>	29	23	C
53	<p>The APD should fund the publication of crime prevention materials for non-English speaking constituent communities.</p>	29	27	C
54	<p>Develop a policy that addresses officers volunteering their personal time to APD programs.</p>	185	15	D

²¹ https://www.austintexas.gov/sites/default/files/files/Police/Austin_Community_Policing_Report_7-21_-_Final.pdf

²² C = Complete, IP = In Progress, D = Disagree with Recommendation

#	Matrix Recommendation	Matrix Page ²¹	APD Report Page	Status ²²
55	Develop methods to recruit youth in languages representative of Austin's diverse community.	185	9	C
56	Produce an annual report that highlights PAL successes and community policing principles.	185	28	IP
57	The current staffing levels in Metro Tac Units and the current mission to focus on Regional crime and hot spots should be maintained and the centralized investigative units should continue their primary responsibility to address narcotics crimes.	191	25	C
58	Maintain the current staffing level in Parks and Lakes Units and continue to use these work units as necessary in support of safety and order maintenance goals in the downtown area.	193	25	C
59	The Highway Enforcement Command should continue its focus of having Motor Units spend more time in Patrol Districts handling traffic accident calls for service and selective traffic enforcement.	197	22	C
60	Add measures to report on traffic safety performance (e.g., the number of contacts per work hour, injury accident reduction) to objectively evaluate performance.	197	22	C
61	Increase the current level of staffing in the Motor Units by 4 Officers (to staff each of the six Motor Units with eight Officers) and add staffing in the future as needed to address traffic problems and provide traffic safety enforcement in support of the identified needs in the Regions.	197	24	IP
62	Evaluate the effectiveness of staffing the Telephone Reporting Unit (9-1-1 Call Takers) with dedicated staff during certain hours of the day.	201	25	C
63	Evaluate reasons for the high attrition rate in the Communications Unit and take immediate steps to try and reduce it to the 10% - 12% range.	201	16	C

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ONE AUSTIN SAFER TOGETHER

AUSTIN POLICE DEPARTMENT

VISION

A department that is trusted and respected by all,
and collaborates with our community
to make Austin the safest city in America.

MISSION

To keep you, your family, and our community
safe through innovative strategies
and community engagement.

ICARE

Integrity

The cornerstone of police work.
Without it, public trust is lost.

Courage

To make the right professional
decision.

Accountable

To the community, the
department and coworkers.

Respect

Of the community, the
department and most
importantly, self.

Ethical

Professional actions and
decision making.

