



Summary of the Final Report on Community Policing

Austin, Texas

matrix 
consulting group

Scope of Work for the Study

- ◆ The scope of work for this study of community policing in Austin was comprehensive focusing on:
 - Everything that supports effective community policing – the adopted philosophy, how staff are recruited consistent with that, how staff are trained and supervised, prioritizing community contacts, as well as management systems and leadership.
 - The staffing needed to provide more proactive and community oriented services to the public.
- ◆ The report developed by the Matrix Consulting Group incorporates both of these study elements.

How the Study Was Conducted

- ◆ Extensive input from APD personnel through interviews.
- ◆ Interviews were supplemented by an employee survey with 1,120 responses.
- ◆ Input from the City Council and City Manager's Office and external 'stakeholders', including neighborhood and business groups.
- ◆ Direct input from the community was obtained through focus group meetings in most council districts and a community survey (with almost 1,700 responses).
- ◆ Compared Austin's community policing approaches to 'best practices'.
- ◆ Compared Austin's community policing approaches to six (6) 'peer agencies' in Texas and around the country.
- ◆ In-depth data collection and analysis of community generated and proactive workloads, service levels, service and staffing needs.

What Is Community Policing?

- ◆ The first step in this assessment was to define ‘community policing’ – we provide a preliminary definition centered around the DOJ’s COPS Office until an Austin-specific one can be developed.

“A philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and the fear of crime.”

- ◆ Effective community policing consists of community partnerships, organization principles centered on these partnerships in problem solving efforts.
- ◆ A more comprehensive approach to community policing needs to be adopted in Austin, one that strives to achieve the goals described in the President’s Task Force on 21st Century Policing Report.

Community Policing Strengths in Austin

- ◆ District Representatives are in touch with and responsive to community groups and the Council Council.
- ◆ Department and Region managers also are committed to effective community ties.
- ◆ There are many programmatic ties between the Police Department and the community, especially those supporting youth.
- ◆ The 'Restore Rundberg' and other projects have demonstrated how effective community ties and a commitment to proactivity can have an impact.
- ◆ The Department has been examining the foundation of its community ties in recruitment, training and other forms of personnel support.

Community Policing Issues in Austin

- ◆ “Community Policing” is not the coherent philosophy and set of strategies it needs to be.
- ◆ Internal support for community policing in the Department needs to be consistent with these strategies.
- ◆ The Department needs to be accountable and transparent for effective community policing by measuring the outcomes of these efforts.
- ◆ While District Representatives are a valuable resource to the community, consistency is lacking.
- ◆ Implementation of a comprehensive approach to a more proactive form of community policing will not be possible with current field resources.

The Management and Leadership of Community Policing in Austin

- ◆ **Define Policing in Austin** – take steps to redefine ‘community policing’ that is right for Austin. Engage the community in developing this focus and gauging the success of efforts made.
- ◆ **Community Engagement** – with additional resources and proactive time available improve processes and expectations about the use of that time, from identification of problems to making officers accountable for addressing the problems.
- ◆ **Management Accountability** – develop systems for management and supervisory staff to ensure that community engagement is a high priority and results are measured and reported internally and externally.
- ◆ **Leadership** – define what community policing leadership means for Austin and develop training and mentoring approaches at each level of the organization to foster it.

Support to and for Community Policing in Austin

- ◆ **Recruitment** – take steps to expedite the process so that good candidates are not lost and increase the ‘value’ of community policing in hiring decisions.
- ◆ **Training** – develop approaches to enhance specific community policing in all aspects of training from the academy to field training to ongoing in service training.
- ◆ **Human Resources** – better understand employee demographics as a tool to improve meeting diversity goals in hiring and the work environment; include community policing efforts in evaluations.
- ◆ **Community Programs** – better engage the community in the delivery of programs to more diverse groups in the City.

Key Elements of Field Services in Austin Today

- ◆ Patrol units handled over 366,500 community generated incidents in the past 12 months.
- ◆ Given these workloads in the context of officer availability results in a proactivity level of just 22% – extraordinarily low. Throughout much of the day, patrol has no proactive capabilities.
- ◆ Downtown distorts the overall average, as the other areas of the City have worse proactive capabilities.
- ◆ There are only limited opportunities to redeploy staff to improve overall proactivity.
- ◆ District Representatives provide the valuable link to the community not possible through patrol resources. However, internal and external input and the project team's assessment is that DR roles and services vary in the City.

Analysis of Region I (Central) Field Proactivity by Hour

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am – 6am	12.6	-41%	15%	22%	17%	9%	31%	0%	8%
6am – 10am	13.7	20%	9%	15%	13%	15%	34%	29%	27%
10am – 2pm	13.6	-15%	-22%	-32%	-34%	-26%	23%	-19%	-13%
2pm – 6pm	27.7	12%	23%	17%	-1%	12%	18%	14%	15%
6pm – 10pm	29.0	2%	20%	27%	-4%	24%	1%	1%	14%
10pm – 2am	31.2	23%	32%	34%	38%	38%	33%	19%	32%
Overall	21.1	7%	20%	21%	10%	21%	24%	11%	13%

Analysis of Region II (North) Field Proactivity by Hour

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am – 6am	17.3	-9%	17%	38%	39%	22%	21%	30%	24%
6am – 10am	17.3	25%	1%	7%	-1%	-4%	45%	19%	19%
10am – 2pm	15.6	3%	-19%	-25%	-29%	-33%	25%	-6%	-7%
2pm – 6pm	25.9	1%	-1%	1%	-6%	9%	-42%	10%	-1%
6pm – 10pm	34.5	-16%	2%	15%	0%	15%	9%	16%	9%
10pm – 2am	38.1	8%	28%	42%	37%	31%	25%	31%	29%
Overall	24.7	2%	8%	18%	11%	14%	19%	20%	13%

Analysis of Region III (East) Field Proactivity by Hour

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am – 6am	15.6	-6%	21%	31%	24%	24%	10%	25%	18%
6am – 10am	17.0	34%	24%	19%	14%	18%	35%	41%	32%
10am – 2pm	15.3	0%	-16%	-16%	-9%	-16%	29%	-2%	0%
2pm – 6pm	21.6	7%	11%	16%	-4%	11%	10%	-3%	11%
6pm – 10pm	25.6	-20%	7%	10%	-6%	16%	-11%	16%	7%
10pm – 2am	33.7	12%	27%	39%	43%	31%	31%	26%	31%
Overall	21.5	6%	15%	21%	15%	19%	21%	21%	15%

Analysis of Region IV (South) Field Proactivity by Hour

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am – 6am	17.4	-13%	23%	36%	38%	36%	24%	37%	26%
6am – 10am	16.5	30%	15%	26%	29%	23%	29%	31%	31%
10am – 2pm	16.5	-6%	-16%	-13%	-13%	-14%	28%	-9%	-2%
2pm – 6pm	24.4	-6%	-5%	-1%	-22%	3%	13%	-2%	0%
6pm – 10pm	28.5	-22%	-8%	4%	-24%	-4%	2%	0%	-4%
10pm – 2am	34.9	13%	28%	40%	38%	34%	28%	29%	30%
Overall	23.0	2%	8%	17%	10%	14%	22%	18%	13%

Analysis of DTAC (Downtown) Field Proactivity by Hour

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am – 6am	12.1	42%	63%	79%	71%	67%	78%	58%	66%
6am – 10am	8.6	57%	72%	55%	61%	60%	51%	65%	62%
10am – 2pm	8.7	47%	57%	34%	36%	47%	33%	49%	45%
2pm – 6pm	12.0	44%	52%	54%	57%	56%	52%	54%	57%
6pm – 10pm	20.8	57%	71%	73%	64%	78%	76%	65%	72%
10pm – 2am	22.5	79%	76%	83%	76%	85%	84%	77%	81%
Overall	14.1	60%	67%	69%	65%	73%	71%	65%	69%

Analysis of Patrol Staffing (1)

- ◆ There are many reasons why proactive or ‘community engagement’ time is important for patrol – including accountability, spending adequate time on calls, minimizing response times, and reducing burnout.
- ◆ A target of at least 35% should be implemented for field patrol.
- ◆ 66 police officer and 8 corporal positions need to be added to achieve that level of proactivity today. This is above the number of positions authorized in the last budget cycle.
 - 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.
- ◆ Growth needs to be taken into consideration.

Analysis of Patrol Staffing (2)

- ◆ The Department should also expand call diversion capabilities to have Community Services Officers (CSOs) handle minor service calls in the field.
 - ➔ These workloads could be about 4% of all CFS.
 - ➔ 12 CSOs would be an effective start.
 - ➔ Implementation could raise proactivity levels in patrol by another 2%.

Region	Proactivity (Before)	Hours Diverted	Proactivity (After)	+/- Change
DTAC	69.4%	829	70.0%	+0.6%
Region I	13.4%	3,417	15.3%	+1.9%
Region II	13.2%	3,773	15.0%	+1.8%
Region III	15.0%	2,261	16.2%	+1.2%
Region IV	13.2%	3,234	14.8%	+1.6%
Total	21.7%	13,515	23.2%	+1.5%

District Representatives

- ◆ A process needs to be developed in which the services provided by District Representatives are more consistent in the ways in which the community is supported.
- ◆ A localized process or working with the community needs to be developed address specific problems.
- ◆ A centralized process needs to be developed to ensure that a consistent process is developed and DR staff held accountable.
- ◆ All the tasks and duties assigned to DRs do not need a police officer to perform, many could be performed by CSOs. The project team recommends 12 DR positions be converted to CSOs.
- ◆ A Lieutenant position should be authorized to provide the centralize focus and accountability.
- ◆ Other community programs need to be coordinated.

How Will This Make a Difference

- ◆ Community policing will be the responsibility of every Police Department employee.
- ◆ Proactive and problem oriented policing will be better coordinated.
- ◆ The roles of District Representatives and programs will be more consistent.
- ◆ Department human resources and training functions will be better oriented to recruiting staff who are oriented to problem solving and who are trained and supported in providing these services.
- ◆ The community will be brought into the definition and monitoring of the achievement of policing objectives.
- ◆ Results and trends will be measurable.