



## **Community Policing Performance Measurement Budget Proposal**

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**PRESENTED TO AUSTIN CITY COUNCIL ON AUGUST 17, 2017**

### **What is 'MEASURE ©' ?**

*MEASURE©* is an Austin-based, not-for-profit consultative and research organization which seeks to advance groundbreaking research and advocate for local communities to improve both agency functionality and community needs. Its motto is "Numbers you Can Trust." Its mission is, "To bridge Austin's divisions through research, consulting services, and advocacy in active partnership with local communities to address complex social problems." It was founded in 2016 by President, Jameila "Meme" Styles.

### **Budget and Community Policing.**

The City of Austin's FY 2017-2018 proposed spending and performance goals for the Austin Police Department do not meet the Community Policing standards and reasonable requirements that several Austin organizations have sought, including the Austin Chapter NAACP, Counterbalance: ATX and the Austin Justice Coalition, among others. Foremost, *MEASURE©* recognizes Community Policing as a necessary lens and protocol mechanism to promote community engagement, improve community relations and thoroughly and meaningfully bridge the communities and agencies. As such, we define Community Policing as, "a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving

techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.”<sup>1</sup>

We are concerned, given the City’s budget priorities that Community Policing and community-centered, agency-led initiatives could become a shrinking priority for the City. Although the Austin Police Department places importance on ‘neighborhood policing,’<sup>2</sup> *MEASURE@* recommends including allocations that would be specifically tailored to assess outreach efforts in a more meaningful way to the community, based on performance characteristic and management criteria.

[INSTEAD of above graph] The Austin Police Department has asked for a large increase in patrol staff, even though it admits that its process for identifying the “Community Policing” activities those officers (and others) would do is far from complete. Nor is APD anywhere close to creating metrics for the success of those new activities. It is asking you to -- on faith -- spend more than \$9 million before you have a way to tell if that money is likely to be spent well.

On June 15, 2017 *MEASURE@* delivered a brief to the Police Department which included an assessment, evaluation and subsequent performance measure recommendations at their request. Utilizing the “Final Reporting on Community Policing” by the Matrix Consulting Group, the President’s Task Force on 21st Century Policing and ongoing community engagement, conversations, and guidance on behalf of residents and community organizations, *MEASURE@* established the report as the foundational tool. In completing this assessment, our team sought to establish meaningful, objective community-based performance measures to improve relational development between the Austin Police Department and the communities and residents that it serves.<sup>3</sup>

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<sup>1</sup> United States Department of Justice. “Community Policing Defined.” 2012. Retrieved from: <https://ric-zai-inc.com/Publications/cops-p157-pub.pdf>

<sup>2</sup> 2017-18 Proposed Budget, Austin, TX pg. 409.

<sup>3</sup> Davis Jonathan Lin, Styles Jameila and Djioba, Malick (2017). Community Policing & Performance Measure Recommendations and Protocol for the Austin Police Department.

### **MEASURE's® Performance Measurement Criteria.**

MEASURE® seeks for all (100% of) Uniformed Austin Police Officers to be Required to engage in Community Policing and Engagement Activities, by their Unit, with Local Organizations that are Underserved and Collect and Report their Data, based on Mutual Agreement, and with the assistance of their respective District Representatives, to ensure Fair Representation.

Traditional measurements capturing the most visible and apparent crime indicators, i.e., arrest, citations, number of personnel. **Unfortunately, these practices fail to capture the bulk of police work.** Research has revealed that a mere **10–20%** of police work in modern organizations involve traditional police work used in combating crime, suggesting that a bulk of policing is based on customer services and peaceful neighborhood sustainability.<sup>4</sup>

### **Recognition of Crime as an Imperative Policing Variable.**

Although violent crime, including murder has dropped fairly consistently since 1996 (City of Austin Murder Rate: 1996 - 2015),<sup>5</sup> MEASURE® argues that solely utilizing crime data as a means of expressing a municipality's goals of improving community development and residential wellbeing are shortsighted. Research has consistently proven that traditional policing often has little to do with a municipality's crime rates<sup>6</sup> and that other efforts, including relational development<sup>7</sup>, outreach, programming<sup>8</sup> and external/unrelated factors<sup>9</sup> often have great effect rates.

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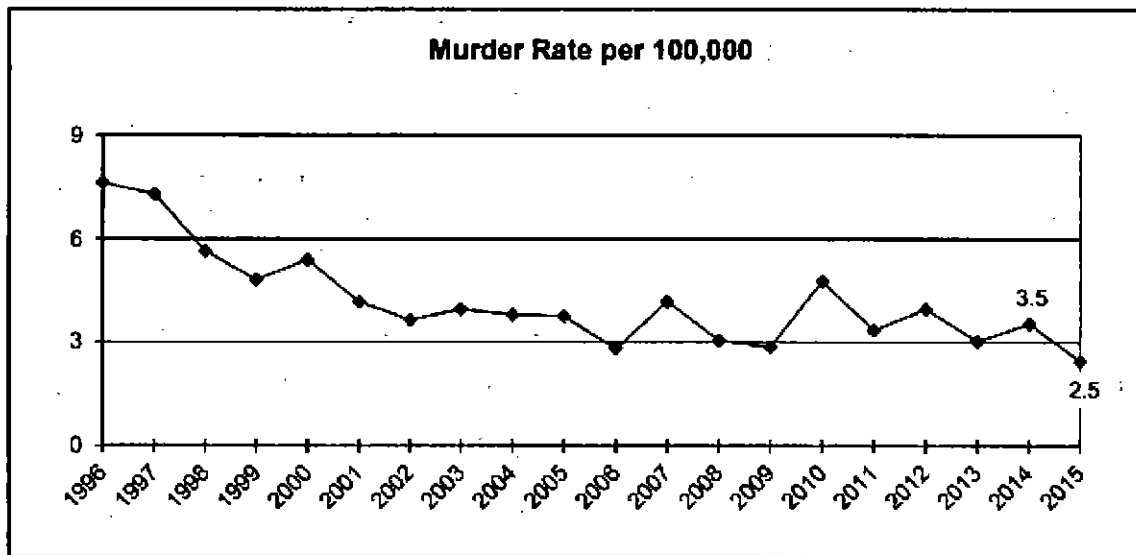
<sup>4</sup> White, Michael (2008). 'Identifying Good Cops Early: Predicting Recruit Performance in the Academy.' *Police Quarterly* 11(1): 27–49. Retrieved from: <http://journals.sagepub.com/doi/pdf/10.1177/1098611107309625>

<sup>5</sup> Austin Police Department: Violent Crime and Traffic Report (2015). Retrieved from: [http://www.austintexas.gov/sites/default/files/files/2015\\_crime\\_and\\_traffic\\_report\\_120516.pdf](http://www.austintexas.gov/sites/default/files/files/2015_crime_and_traffic_report_120516.pdf)

<sup>6</sup> Lind, Dara and Lopez, German. "16 theories for why crime plummeted in the US." Vox. <https://www.vox.com/cards/crime-rate-drop>.

<sup>7</sup> Maximino, Martin. "Community-oriented policing strategies: Meta-analysis of law enforcement practices." Retrieved from: <https://journalistsresource.org/studies/government/criminal-justice/the-impact-of-community-policing-meta-analysis-of-its-effects-in-u-s-cities>.

## City of Austin Murder Rate: 1996 - 2015



Boosting Community Policing efforts does not equate to showing disregard for violent crime; instead, it seeks to establish a presence in a community or communities and input value into long-term capacity, relationship-building and trust-development. This is in converse to the traditional concept of policing which seeks to combat the byproduct of system social problems - it is proactive, intentionally and directly seeks to advance a community's interests: its prosperity and promotion. Nonetheless, *MEASURE@* acknowledges the FY 2015-16 violent crime rate was 11% higher than the FY 2014-15 rate and 7% higher than the average of the last four years.<sup>10</sup> However, the statistical significance of this increase, in light of the long term downward trends in violent and all crime, is not established. What we can say is that the current "go to" response to a year over year increase in a type of crime -- adding more patrol officers -- has no proven benefit and at this point may actually create new problems. Assessing APD performance based solely on crime rates and arrests is unsustainable and improbable

<sup>8</sup> Den, Ernest Van. "Could Successful Rehabilitation Reduce the Crime?" *Journal of Criminal Law and Criminology*. Retrieved from: <http://scholarlycommons.law.northwestern.edu/cgi/viewcontent.cgi?article=6327&context=jclc>.

<sup>9</sup> Donohue, John J., and Levitt, Steven D. "The Impact of Legalized Abortion on Crime." *Quarterly Journal of Economics*. <http://pricetheory.uchicago.edu/levitt/Papers/DonohueLevittTheImpactOfLegalized2001.pdf>.

<sup>10</sup> City Of Austin FY 17-18 Budget: (2017) [https://assets.austintexas.gov/budget/17-18/downloads/FY18\\_Proposed\\_Budget\\_Vol\\_1.pdf](https://assets.austintexas.gov/budget/17-18/downloads/FY18_Proposed_Budget_Vol_1.pdf).

in the face of a complex society. Community Policing as a public policy initiative, is a viable solution towards the City and subsequently the Police Department's objectives.

### **Current Proposed Police Department Performance Benchmarks.**

On May 13, 2017, Mayor Steve Adler requested (Request No. 43) the performance measurement criteria for the Police Department for FY 2017. With their results, they are as follows:

#### **Current Performance Metrics and Data (2015)**

|                                                                        |       |
|------------------------------------------------------------------------|-------|
| <b>Violent Crime Rate (Per 100,000)</b>                                | 373   |
| <b>Property Crime Rate (Per 100,000)</b>                               | 3771  |
| <b>Total Response Time for Emergency and Urgent Calls (In Minutes)</b> | 8.06  |
| <b>Resident Satisfaction with Overall Quality of Police Services</b>   | 71%   |
| <b>Number of Traffic Fatalities</b>                                    | 95    |
| <b>Sworn Personnel</b>                                                 | 1,908 |

Despite these efforts to mitigate crime, provide a meaningful service to residents and engage in quality practices, these performance measures and criteria and critically flawed in the need not only to reduce crime, but as well to mitigate unnecessary practices, resident complaints and other important characteristics of policing and public safety. However, this does not negate the current performance system, but seeks to add and incorporate additional key and crucial elements. Nevertheless, *MEASURE©* is concerned with the administration and collection of data related to 'resident satisfaction with Overall Quality of Police Services' including but not limited to its sample size, the scope and scale of its appropriation and the diversity of the residents surveyed. *MEASURE©* recommends adding these subsequent criteria as performance measurement variables:

### **Recommended Police Department Performance Benchmarks.**

1. % reduction in overall Use of Force and Deadly Force;
2. % and number of interactions leading to critical incidents (shooting or serious bodily injury);
3. % of Officer suspensions for misconduct where suspension is not overturned or reduced upon appeal;
4. % of Officers with history of misconduct (all outcomes -- suspension, written reprimand, directed to retraining, demotion, etc) -- or conversely total # with no history of misconduct;
5. % Case closure rates by type of offense;
6. # of Citizen complaints;
7. # of 'Police brutality' / Police misconduct complaints regardless of source (includes complaints based on statement by other officers or initiated by OPM);
8. Resident satisfaction through consistent annual survey protocol (disaggregated by neighborhood and demographic characteristics);
  - a. By Race/Ethnicity;
  - b. By Gender;
  - c. By Socioeconomic Status;
  - d. By Nationality Status (Citizen or Undocumented);
  - e. By Residence (Zip Code).

### **Further Discussion: Equity-driven budgetary filter.**

Beyond the Community Policing performance measurements described above, further investigation, analysis and consideration should take place in the form of a formal equity-driven budgetary filter. Utilized by several model governments,<sup>11</sup> including the City of Seattle and the States of Iowa and Connecticut, equity as a budgetary filter seeks to institute controls, measurements, management and compliance in order to combat the biases of the American judicial, political, social and economic systems in

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<sup>11</sup> Fathi, Sahar. "Race and Social Justice as a Budget Filter: The Solution to Racial Bias in the State Legislature." University of Gonzaga Law. Retrieved from: <https://www.law.gonzaga.edu/law-review/files/2012/04/Fathi-final.pdf>.

order to balance the field of opportunity and scale for those most negatively impacted by government policy.<sup>12</sup>

Primarily, equity as a budgetary filter recognizes the recursive nature of politics, the influence of wealth and power, and that personal ideologies are immaterial to systemic social complexities. Institutionalization trivializes personal ideologies and extrapolates personal opinion from its course of action or inaction.<sup>13</sup>

- **Controls:** the creation of tools and frameworks to ensure balance;
- **Measurements:** the establishment of criteria set to meet budgetary and equity-based goals;
- **Management:** the supervision and administrative oversight of programming and initiatives;
- **Compliance:** reprimand and rebuke for failure and malfunction.

Through the equity-driven budgetary filter method and policy mechanism, it would be recommended and proposed that *'equity'* as a public policy concept in Austin do the following:

- A. **Require** equity-based decision-making, prior to consideration of budget-driven projects;
- B. **Institute** binding community-incorporated feedback;
- C. **Extrapolate** equity as a program/initiative and incorporate as a necessary supplementary performance measure.

Albeit a discussion in its own right, the equity-driven budgetary filter method is a tried and true practice that not only seeks to standardize equity-based practices, but also

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<sup>12</sup> Gooden, Susan T. "Race and Social Equity: A Nervous Area of Government: 2014: A Nervous Area in Government and Policy." Routledge. Retrieved from: [https://books.google.com/books?id=y2dsBgAAQBAJ&pg=PA92&lpg=PA92&dq=race+and+social+justice+in+the+budget&source=bl&ots=4e5U\\_L0OM2&sig=q32ZYVxLXIzsp1uFw00WfcoMkxo&hl=en&sa=X&ved=0ahUKEwiGuN7BvNnVAhVX5mMKHUzHC7sQ6AEITzAH#v=onepage&q=race%20and%20social%20justice%20in%20the%20budget&f=false](https://books.google.com/books?id=y2dsBgAAQBAJ&pg=PA92&lpg=PA92&dq=race+and+social+justice+in+the+budget&source=bl&ots=4e5U_L0OM2&sig=q32ZYVxLXIzsp1uFw00WfcoMkxo&hl=en&sa=X&ved=0ahUKEwiGuN7BvNnVAhVX5mMKHUzHC7sQ6AEITzAH#v=onepage&q=race%20and%20social%20justice%20in%20the%20budget&f=false).

<sup>13</sup> Ibid.

ensures that equity as a public policy mechanism is brought to fruition through meaningful application research driven implementation and community-driven practice.

**Conclusion.**

*MEASURE*® is fully aware of the complexities of Public Safety, having the opportunity to work closely with the Austin Police Department for the last two years, including supporting their efforts to eventually develop formal performance measures regarding Community Policing and other initiatives. By incorporating and institutionalizing formal Community Policing performance measures, as well as expanding the budgetary criteria for policing (more broadly) the City of Austin, and subsequently, its respective administrative agencies can be better prepared, serve with greater efficacy and engage in better practices more engaged in the prospect of public service than it currently does. *MEASURE*® also offers its services as a research and advocacy organization in order to meet the needs of City Council, its respective agencies, and the citizens and residents that it serves as it pertains to the subject matter presented here.





**MEASURE AUSTIN**  
NUMBERS YOU CAN TRUST

**Community Policing  
&  
Performance Measure Recommendations and Protocol  
for the Austin Police Department**



*Principal: Jonathan Lin Davis, Measure Vice President*

*Supported by: Jameila "Meme" Styles, Measure President & Malick Dijba, Chief Legal Officer*

**May 7, 2017**

# Table of Contents

Measure Austin.....3

Summary & Introduction.....4

Defining Community Policing.....6  
*Definition & Key Variables to Support Community Policing*

White House 21st Community Policing Relevance.....8

Framework.....9

Endnotes, Further Recommendations.....12

## What is Measure?

Measure is an Austin-based, not-for-profit consultative and research organization, which seeks to advance groundbreaking research and advocate for local communities utilizing Participatory-Action-Research, and Performance Measurement to improve both agency functionality and community needs.

## What are Measure's Goals?

Measure aims to engage social issues first by building trust in the community in the quest for agency accountability and transparency. It does so by:

- Identifying and soliciting the participation and partnership of agencies, community leaders and respective citizens in order to facilitate meaningful, results-oriented measures;
- Strongly aligning community measures to results, strategies, and goals;
- Working with the measures team to introduce the established measures to earn feedback from the community;
- Providing a technology platform whereby measures are reported, updated and easily understood.

## Measure Leadership

**JAMEILA "MEME" STYLES** is the President and Founder of Measure. She is responsible for the formulation of long-term development, standards, communications and people operations. Meme created Measure to build trust and measure progress in underserved communities. She holds a B.A. in Communications from the University of Phoenix, and is completing her M.P.A. from American Military University.



**JONATHAN LIN DAVIS** is the Vice-President and Chief Operations Officer of Measure. He is responsible for the day-to-day operations including overseeing research, strategy, programs and business operations. Jonathan joined Measure because he believes that research, data and methodology can and should be used for good. Jonathan is an advocate for youth, researcher and avid reader. He holds a B.A. in Political Science from Texas Christian University, an M.P.A. from the University of Texas at Arlington and is completing his M.P.P. from UT-Austin



**ALAN-MICHAEL JOHNSON** Is the Chief of Staff of Measure. He is responsible for the supporting and bridging each of Measure's groups and initiatives. Alan joined Measure to improve communities and build relationships. He is a retired United States Air Force Airmen.



**Malik Dijba** is the Chief Legal Officer of Measure. He is responsible for managing Measure's contracts, negotiations and other legal components of the organization, alongside supporting Measure's legal research.. Malik is an advocate and connector, having received his B.A. in Government from UT-Austin and J.D. from the University of Iowa College of Law.



## Summary

This brief concludes an assessment, evaluation and subsequent performance measure recommendations performed by Measure, 501(c)3 on behalf of the Austin Police Department. Utilizing the "Final Reporting on Community Policing" by the Matrix Consulting Group, the President's Task Force on 21st Century Policing and ongoing community engagement, conversations, and guidance on behalf of residents and community organizations, Measure, 501(c)3 sought to establish meaningful, objective community-based performance measures to improve relational development between the Austin Police Department and the communities and residents that it serves.

## Introduction

The Austin Police Department (APD) is a full-service police agency that operates under the leadership of Austin Police Chief, Brian Manley, has 2,600+ sworn officers and a budget exceeding \$400m<sup>1</sup> in the nation's 11th largest city by population. Austin, the principal city of the Austin-Round Rock MSA, is a city of over 950,000<sup>2</sup> residents including a growing<sup>3</sup> and diverse population with nearly 53% of Austin residents identifying as a minority (non-white).<sup>4</sup> Despite this, some group demographics have shrunk<sup>5</sup> and waned<sup>6</sup> over time, including African-Americans Austinites who, for some time,<sup>7</sup> were in fact the only African-American group in the country to have decreased in population over the course of the 2000-2010 period.

Likewise, minority groups - as with other large cities - have made numerous claims of racial discrimination, hostility and the shootings of unarmed individuals by the Austin Police Department. Some of the most recent cases include the likes of Breion King<sup>8</sup>, Morgan Rankings<sup>9</sup> and David Joseph<sup>10</sup> - the latter two were killed by Police officers, Joseph while unarmed. These cases and others have transcended their community, even the city and state in terms of coverage with some receiving national attention. Yet, few substantive, long-term policies have come about as a result despite efforts by former Chief, Art Acevedo, and current Chief, Brian Manley.

In July of 2016, the Matrix Consulting Group, after consulted by Measure and other organizations and individuals in Austin, compiled a comprehensive report outlining and detailing the necessity for Community Policing as a means to improve relations between APD, the City and its residents. It determined that the Police Department's

<sup>1</sup> Austin Government. "Austin Police Department." Retrieved on May 6, 2017. Retrieved by <http://www.austintexas.gov/department/police>

<sup>2</sup> Austin Government. "Planning and Zoning: Demographics." Retrieved on May 6, 2017. Retrieved by <http://www.austintexas.gov/demographics>

<sup>3</sup> Theis, Michael. "Austin Economist's forecast for 2017: Growth will slow, but 'don't panic'." *Austin Business Journal*. Retrieved on May 3, 2017. Retrieved by <http://www.bizjournals.com/austin/news/2017/01/26/austin-economic-forecast-2017-growth-to-slow.html>

<sup>4</sup> Austin Government. "Planning and Zoning: Demographics, Race and Ethnicity, 2014." Retrieved on May 4, 2017. Retrieved by [https://www.austintexas.gov/sites/default/files/files/Planning/Demographics/COA\\_Travis\\_MSA\\_2014\\_Race\\_and\\_Ethnicity\\_estimates.pdf](https://www.austintexas.gov/sites/default/files/files/Planning/Demographics/COA_Travis_MSA_2014_Race_and_Ethnicity_estimates.pdf)

<sup>5</sup> Tang, Eric and Chunhui, Ren. "Outlier: The Case of Austin's Declining African American Population." *The Institute for Urban Policy Research and Analysis*. May 8, 2014. Retrieved by [https://liberalarts.utexas.edu/iupra/\\_files/pdf/Austin%20AA%20pop%20policy%20brief\\_FINAL.pdf](https://liberalarts.utexas.edu/iupra/_files/pdf/Austin%20AA%20pop%20policy%20brief_FINAL.pdf)

<sup>6</sup> Buchele, Mose. "Austin's Population is Booming. Why is its African American Population Shrinking?" *KUT 90.5*. January 27, 2016. Retrieved by <http://kut.org/post/austins-population-booming-why-its-african-american-population-shrinking>

<sup>7</sup> Craver, Jack. "City Demographer: Austin's Black Population Is Growing Again." *KUT 90.5*. June 23, 2016. Retrieved by <http://kut.org/post/city-demographer-austin-s-black-population-growing-again>

<sup>8</sup> Hennessy-Fiske, Molly. "Texas police chief apologizes to black woman for officer's 'disturbing' comments." *Los Angeles Times*. July 22, 2016. Retrieved by <http://www.latimes.com/nation/la-na-austin-police-apology-20160722-snap-story.html>

<sup>9</sup> Hall, Katie. "Austin police ID woman killed in South Austin police shooting." *Austin American Statesman*. February 23, 2017. Retrieved by <http://www.mystatesman.com/news/crime-law/austin-police-woman-killed-south-austin-police-shooting/QbxobSXFUN9pt3uvH2hBRI/>

<sup>10</sup> Ricke, Claire and Blen, Calif. "APD fires officer who shot, killed David Joseph." *KXAN*. March 21, 2016. Retrieved by <http://kxan.com/2016/03/21/officer-freeman-waives-right-to-hearing-in-17-year-olds-death/>

current means to improve relations were insufficient. Specifically, the report highlighted the absence of a sound policy structure for meaningful community engagement. The report, concomitant with the President Barack Obama's 21<sup>st</sup> Century Task Force, called for changes and innovation to the development of community-based practices, including the recognition and development of trust-building practices to alleviate the police-citizen divide as a foundational principle for modern community policing.<sup>11</sup>

## Defining Community Policing

The definition of community policing is varied and complex, with the context changing depending on the individual, agency, environment or group representing its interests. The *U.S. Department of Justice* states that it is, "a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime."<sup>12</sup> The *Center for Problem Oriented Policing* states that it, "focuses on crime and social disorder through the delivery of police services that includes aspects of traditional law enforcement, as well as prevention, problem-solving, community engagement, and partnerships."<sup>13</sup> Measure defines community policing as it relates to the local context, while incorporating the frameworks and understandings of research development at the state and national levels - for Measure, community policing is, "the public's means to mitigate crime and build relationships with its stakeholders and residents: whereby the police become a stakeholder in the community, as opposed to an enforcer of law."



<sup>11</sup> United States Department of Justice. "Final Report of The President's Task Force On 21st Century Policing." May 2015. Retrieved by [https://cops.usdoj.gov/pdf/taskforce/taskforce\\_finalreport.pdf](https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf)

<sup>12</sup> United States Department of Justice. "Community Policing Defined." 2012. Retrieved by <https://ric-zai-inc.com/Publications/cops-p157-pub.pdf>

<sup>13</sup> Center for Problem-Oriented Policing. "Model Academic Curriculum." Retrieved May 1, 2017. Retrieved by [http://www.popcenter.org/learning/model\\_curriculum/files/model\\_academic\\_curriculum-module\\_2.ppt](http://www.popcenter.org/learning/model_curriculum/files/model_academic_curriculum-module_2.ppt)

The ideology of our definition is rooted in the principle of *self-determination* and the notion that communities are invested in their development. Inherent in that philosophy is the concept that policing is most effective when it eschews the negative and unfair undertones related to crime and violence and that communities – if presented the opportunity – will meaningfully engage with governments and the private sector to bring about overall advancement.

Measure defines a community as “A distinct group within a geographical boundary who share an interest in its advancement and improvement.” As such, Community Policing is least effective as a set of management or performance metrics, and most effective as a synergistic means of ensuring the overall promotion of a community’s socio-economic and legal standing.

## Key Variables to Support Community Policing.

George Mason University provides that residents perceive police activity more positively when they believe their actions are legitimate and fair.<sup>14</sup> For procedural justice to be carried out - the idea of fairness in the processes that resolve[s] disputes and allocate[s] resources<sup>15</sup> - the following must occur:

- Citizens need to participate in the decision process (i.e. be given a voice).
- Neutrality is a key element of procedural justice. Citizens tend to view a situation as fairer when officers are transparent about why they are resolving a dispute in a particular way.
- Individuals want to be treated with dignity and respect.
- Citizens are more likely to view an interaction as fair when they trust the motives of the police. Citizens will view the action taken as fairer if the officer shows a genuine concern for the interests of the parties involved.



Principally, procedural justice concerns itself with ‘Assessment’ which is the combination of “Process” alongside “Outcome,” keying the notion that the means of producing outcomes is equally as important as the outcome itself; therefore, as it relates to community policing, the way in which a police department interacts, collaborates with, engages and systematically involves a community is no more or less important than the data they acquire.

<sup>14</sup> Center for Evidence-Based Crime Policy. “What is Community Policing.” May 2, 2017. Retrieved by <http://cebcp.org/evidence-based-policing/what-works-in-policing/research-evidence-review/community-policing/>

<sup>15</sup> Kunard, Laura and Moe, Charlene. “Procedural Justice for Law Enforcement: An Overview.” *United States Department of Justice and the Center for Public Safety and Justice: University of Illinois at Chicago*. 2015. Retrieved by <https://ric-zai-inc.com/Publications/cops-p333-pub.pdf>

## White House 21st Community Policing Relevance

*Building trust and legitimacy on both sides of the police-citizen divide is not only the first pillar of this task force's report but also the foundational principle underlying this inquiry into the nature of the relations between law enforcement and the communities they serve.*

*– President's Task Force on 21st Century Policing*

Executive Order 13684 established the White House Task Force on 21st Century Policing launching a national conversation about specific challenges between law enforcement and concerned citizens. The Task Force's work resulted in the identification of 59 recommendations and 92 action items local police jurisdictions could take to improve law enforcement and enhance community engagement. The task force recommendations, each with action items, are organized around six main topic areas or "pillars:" Building Trust and Legitimacy, Policy and Oversight, Technology and Social Media, Community Policing and Crime Reduction, Officer Training and Education, and Officer Safety and Wellness<sup>16</sup>.

Applicable takeaways as recommend in the task force's final recommendations include:

- Policies should include provisions for the collection of **demographic data** on all parties involved.
  - All policies and aggregate data should be made publicly available to ensure transparency.
- Law enforcement agencies should **track the community's level of trust in police just as they measure crime rates and statistics.** (Recommendation 1.7)
  - Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust..
  - Law enforcement agencies must maintain public trust by having a transparent, credible system of accountability.
- Law enforcement agencies should proactively promote public trust by **initiating positive non enforcement activities to engage communities that typically have high rates of investigative and enforcement interaction with government agencies.** ( Recommendation 1.5)
- Agencies should **publicize** the beneficial outcomes and images of positive, trust-building partnerships and initiatives. (Recommendation 1.5.3)
  - Austin Police DRs should ensure the public affairs office is aware of community policing strategies to facilitate positive public relations.
- Community policing requires the **active building of positive relationships** with members of the community—on an agency as well as on a personal basis.
  - This can be done through perpetually **assigning officers to geographic areas on a consistent basis**, so that through the continuity of assignment officers have the opportunity to know the community they police.

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<sup>16</sup> United States Department of Justice. "Final Report of The President's Task Force On 21st Century Policing."



## Framework

Measure's framework incorporates corresponding needs of underserved Austin citizens and the Police Department in a bid to increase trust, decrease crime and improve relations between the two. At the same time, This framework will similarly respond to the individual-level needs of police and residents at the individual level.

***The broad, encompassing, objective and performance measure is as follows:***

**All Uniformed police officers shall be Required to engage in Community Policing and Engagement Activities, by their Unit<sup>17</sup>, with Local Organizations<sup>18</sup> operating in Underserved communities. Officers shall Collect and Report data, based on Mutual Agreement with those organizations, and with the assistance of their respective District Representatives, to ensure Fair Representation.**

1. **Uniformed.** Uniformed Officers include all sworn officers, regardless of their position, title, salary, or attendant community interactions stipulations. The purpose of this parameter is to ensure that officers remain accountable to the overall performance goal and are held to the same standard, while accounting for the fact that each position will not have equal access to the public on a daily, operational basis.

*Procedural Fairness = Neutrality and Concern.*

2. **Required.** Establishing a minimum standard is crucial towards the collective responsibility of the Police Department in developing trust. Carrying forth from Uniformed Officers, the requirement is a means to ensure that the police department continues its mission to improve relations amongst officers and residents.

*Procedural Fairness = Neutrality and Concern.*

3. **Community Policing and Engagement Activity.** Refers to (a) *planned public program or initiative, created and maintained by a local organization.*

*Procedural Fairness = Participate, Dignity, Respect, Trust and Concern.*

- All Uniformed Police Officers, per their Unit, are to perform community engagement activities as per agreement with their respective community organization(s). At a minimum, they are required to:
  - i. Take part in 1 approved event per cyclical-quarter (as a Unit);
  - ii. Reach 100% participation of uniformed officers per year;
  - iii. Incorporate community organization(s) into 1 continuous APD program, initiative or event per year.

4. **Unit.** Refers to the specific APD division, on behalf of whom officers will take part in Community Policing and Engagement Activities.

- APD Units, i.e., Homicide, shall create agreements and relationships with underserved local organizations.

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<sup>17</sup> **Note:** See Form 1

<sup>18</sup> **Note:** See Form 2

**5. Local Organization.** Refers to those that formally serve residents – regardless of legal status.

*Procedural Fairness = Participate, Dignity, Respect, Trust and Concern.*

- Local organizations are those for whom:
  - I. Operate within AND/OR have a physical address that is listed in a specific community.
  - II. Serve underserved populations including minority AND/OR low-income populations, and
  - III. Serve local Austin residents.

**6. Underserved:** Refers to the socio-economic status of residents.

*Procedural Fairness = Concern.*

- Individuals that either identify as or considered a minority and/or low-income.

**7. Collect and Report:** Refers to the obtainment and dissemination of data.

*Procedural Fairness = Participation.*

- APD Units, Representatives and their partnered Local Organizations shall collaboratively participate in the collection and reporting of data in their served areas as well as an annual Community Policing and Policing Sentiment Survey, to measure:
  - i. **Changes in community perception of police performance, aptitude and competence;**
  - ii. **Changes in community perception of engagement, needs-assessment and service;**
  - iii. **Changes in community perception of trust, support and reliability.**

**8. Mutual Agreement:** Refers to the reciprocal relationship between APD and its respective community organization and residents.

*Procedural Fairness = Participation, Dignity, Respect, Trust and Concern.*

- APD Police Units shall engage under-serving, Local Organizations and establish proactive partnerships based upon a **standard MOA form**. The form will include addendum sections agreeable and amenable to the Unit and the respective Local Organization.

**9. District Representatives.** Refers to the APD party responsible for the fair and balanced administration of Community Policing and Personnel throughout the City of Austin.

*Procedural Fairness = Participation, Dignity, Respect, Trust and Concern*

- APD District Representatives are to be responsible for ensuring that Community Policing is distributed equitably throughout the City of Austin in meaningful and collaborative ways by:
  - i. Engaging APD Units and ensuring fair distribution throughout City Council Districts;
  - ii. Engaging City Councilmembers to assist with the identification of areas and organizations to support;
  - iii. Ensuring that relevant police data is shared with all Local Organizations and partners.

**10. Fair Representation.** Refers to notion that Community Policing will be shared and distributed throughout the City in a manner for which all residents will be able to actualize.

*Procedural Fairness = Participation, Dignity, Respect, Trust and Concern*

- APD District Representatives shall incorporate strategies that fairly distribute Community Policing activities, initiatives and practices throughout each and every all City Council District.

## Endnotes.

By meaningfully incorporating the aforementioned structure, APD will be able to make significant strides in meeting its objectives of building and ensuring trust with local communities in a meaningful and intentional manner. Moreover, by providing Local Organizations a level of autonomy and responsibility, APD should be able to effectively engineer procedural justice whereby community and agency work side-by-side to achieve common goals (process and outcome) and depart from the traditional top-down approach of policing, Measure's support for these types of policies extends beyond the four corners of this document and seeks to engage and actualize the desired means and outcomes sought by these initiatives and efforts.

### **Further Recommendations:**

- 1) Meaningfully Involve city-council and other elected officials in the processes meant to improve community relations, including the identification and incorporation of community organizations;
- 2) A standard MOU/MOA agreement should be made between police agencies/entities and community organizations in order to mutually set forth goals and expectations.
- 3) Improve the Immersion Program and Patrol Orientation to equip officers with the appropriate tools and competence to effectively engage with and police environments.
- 4) Establish a "Community Policing neighborhood grant" to fund non-profit and grassroots organizations engaging in the implemented structure.
- 5) Measure Austin supports the Matrix' recommendations for improving APD's training program to address present deficiencies and to devise a new approach to training that is firmly rooted in modern community policing tenets. Measure Austin respectfully encourages APD to collaborate with principal community leaders and stakeholders, including those in the service of historically underserved groups such as ethnic and racial minorities, LGBT+, and other at-risk classes, in conceiving its community policy directives and field training programs;
- 6) Measure Austin supports the Matrix' proposal to develop neighborhood portfolios better assist trainees in understanding the complexity of the particular precinct or neighborhood they are to serve. Measure Austin urges APD to closely involve the community organizations serving these neighborhoods and/or precinct along with stakeholders therein in this process;
- 7) Measure Austin supports the Matrix' guidance on effective leadership and problem solving being wholly woven into the fabric of the APD's framework. Measure maintains that APD should refrain from adopting a top-down approach in administering community policing principles and should ensure that officers, notwithstanding their rank or status, are bestowed with the appropriate leadership training and tools to effectively act as emissaries for the department whenever they interact with the community and its stakeholders.

## Form 1. "Uniformed Officer" Units and Divisions

- **Regional Patrol** Patrols and responds to calls
- **Specialized Patrol**
  - Airport Patrols and secures airport property
  - Parks Patrols city parks
  - Lake Patrol Patrols Austin's lakes
- **Tactical Units**
  - SWAT Responds to critical situations
  - Bomb Squad Responds to threats related to explosive devices
  - Air Ops Patrols the city utilizing helicopters and fixed wing
  - K-9 Assists patrol utilizing special k-9 units
- **Special Events** Plans and staffs major special events
- **Mounted Unit** Patrols utilizing horses
- **Violent Crimes**
  - Homicide Investigates death by homicide or suicide
  - Robbery Investigates theft by robbery
  - Sex Crimes Investigates sexual assault
  - Domestic Violence Investigates crimes related to domestic issues
  - Child Abuse Investigates crimes against children
  - Cold Case Unit Investigates crimes that have gone unsolved
- **Property Crimes**
  - Burglary Investigates crimes involving theft of property
  - Financial Crimes Investigates crimes involving banking, computers, and identity theft
  - Animal Cruelty Investigates crimes against animals
  - Auto Theft Investigates crimes involving stolen vehicles
- **Investigations**
  - Special Investigations Investigates criminal allegations against officials
  - Professional Standards Investigates policy violations
  - Internal Affairs Monitors worker's comp claims, critical indicators a problem may be developing, and unit effectiveness
  - Risk Management
- **Organized Crime Division**
  - Narcotics Investigates drug related cases
  - Human Trafficking Investigates sex trafficking and other vice related crime
  - Gang Unit Investigates gang related issues
  - Drug Interdiction Investigates drug trafficking issues
- **Highway Enforcement**
  - License and Weights Enforces transportation and safety code
  - DWI Enforcement Enforces intoxicated driving laws
  - Motors Traffic enforcement using motorcycles
  - Vehicular Homicide Investigates collisions with fatalities and injuries
- **Recruiting and Training**
  - Recruiting Recruits candidates for APD
  - Training
  - Learned Skills Unit Trains in defensive tactics and firearms
  - Adv. Officer Training Trains existing officers (continuing education)
  - Recruit Training Trains cadets
- **Intelligence** Gathers data for law enforcement through the regional intelligence center and real time
- **Police Technology** Researches equipment and technology

## Form 2., Local Organization List" (Not Exhaustive)

### Advocacy

**Austin Area Urban League.** 8011 Cameron Rd, Ste A-100. District 1. (community advocacy) To advocate programming to remove barriers to education, economic, and social success for all of Austin's citizens. [www.aaul.org](http://www.aaul.org)

**Austin Immigrant Rights Coalition.** 1304 E 6th St. District 3. (immigration advocacy) To promote human rights and dignity, and social and economic justice for immigrants through community organizing, policy advocacy and public education. To organize allies and immigrant communities in the struggle for human rights. [www.austinirc.org](http://www.austinirc.org)

**Austin Latino/Latina Lesbian, Gay, Bisexual and Transgender Organization (ALLGO).** 701 Tillery St, Box 4. District 3. (LGBT advocacy) To utilize cultural arts, health, and advocacy programming to promote a just and equitable society that celebrates and nurtures people of color in queer cultures. [www.allgo.org](http://www.allgo.org)

**Austin Pets Alive.** 1156 W Cesar Chavez. District 9. (animal advocacy) To promote and provide the resources, education, and programs needed to eliminate the killing of animals. [www.austinpetsalive.org](http://www.austinpetsalive.org)

**Casa Marianella.** 821 Gunter St. District 3. (shelter) To provide services and temporary shelter for immigrants, women, and children escaping violence. [www.casamarianella.org](http://www.casamarianella.org)

**Grassroots Leadership.** 2301 E Cesar Chavez. District 9. (community advocacy) To help community, labor, faith, and campus organizations think critically, work strategically and take direct action to end social and economic oppression, gain power, and achieve justice and equity. [www.grassrootsleadership.org](http://www.grassrootsleadership.org)

**Keep Austin Beautiful.** 55 North IH 35, Ste 215. District 3. (environmental advocacy) To empower the citizens of Greater Austin to take personal responsibility for enhancing their community's environment. [www.keeppaustinbeautiful.org](http://www.keeppaustinbeautiful.org)

**Measure (Austin).** (community advocacy) To provide consultative services, research and advocacy through data-measurement with, for, and on behalf of communities to solve social problems. [www.measureaustin.com](http://www.measureaustin.com)

**NAACP Austin.** 1717 E 12th St. District 1. (social justice) Pursuing political, educational, social, and economic equality of all Austin citizens. [www.naacpaustin.com](http://www.naacpaustin.com)

**Network of Asian American Organizations.** 7908 Cameron Rd. District 1. (community advocacy) To unite Asian-American organizations of common interests, including business, cultural, educational and social services, and political awareness, in order to achieve common objectives. [www.naaotexas.org](http://www.naaotexas.org)

**Texas Appleseed.** 1609 Shoal Creek Blvd, Ste 201. District 9. (social justice, education) Texas Appleseed's mission is to promote social and economic justice for all Texans by leveraging the skills and resources of volunteer lawyers and other professionals to identify practical solutions to difficult systemic problems. [www.texasappleseed.org](http://www.texasappleseed.org)

**Texas Civil Rights Project.** 1405 Montopolis Dr. District 3. (legal advocacy) Using legal advocacy to empower communities and create policy change. [www.texascivilrightsproject.org](http://www.texascivilrightsproject.org)

**Texas Fair Defense Project.** 314 E Highland Mall Blvd. District 4. (legal defense advocacy) To ensure that Texans are not forced to give up their right to an attorney and to ensure that every Texan who requests an attorney receives competent representation when accused of a crime. [www.fairdefense.org](http://www.fairdefense.org)

**Workers Defense Project.** 5604 Manor Road. District 1. (labor advocacy) a membership-based organization that empowers low-income workers to achieve fair employment through education, direct services, organizing and strategic partnerships. <http://www.workersdefense.org>

## Activist

**350 (Austin).** (environmental advocacy) Climate focused campaigns, projects and actions led from the bottom up, in Austin and 187 countries outside the US. <http://world.350.org/austin/>

**American Civil Liberties Union (ACLU) (Austin).** (community advocacy) To secure and protect the civil rights of Texans throughout the state, fighting for racial equality, LGBT equality, student's rights and women's rights. <https://www.aclutx.org>

**Austin Justice Coalition.** (community advocacy) To pass legislation, create community policing models, create diversity on Travis County grand juries, and to support special prosecutors and body cameras. [www.austinjustice.org](http://www.austinjustice.org)

**Black Lives Matter (Austin)** To raise awareness the #BlackLivesMatter campaign. We are out for none violent justice and want to be heard. <https://www.facebook.com/Black.Lives.Matter.ATX>

**Black Sovereign Nation.** (community advocacy) Autonomy and self determination through direct action, cooperative economics, and community development. <http://www.blacksovereignnation.org/>

**Counter Balance.** (community advocacy) Improving the quality of life of women of color and impoverished women, through policy updates, self-care programs and events, and programs in which the main objective is transforming communities. [www.counterbalanceatx.org](http://www.counterbalanceatx.org)

**La Raza Roundtable.** (community advocacy) To improve opportunities to achieve the American Dream by serving the Latino community through research, policy analysis, and state and local advocacy efforts. <https://www.facebook.com/lazararoundtableaustin>

**Left Up to Us.** (political advocacy) Answering the call for a progressive political revolution by actively organizing to engage and educate the community, collaborating with other local activist groups, and advocating for local candidates and issues. <http://leftuptous.org/>

**Youth Rise Texas.** (youth development) Using mentorship and multi-generational organizing to develop the leadership of youth who are directly impacted by parental incarceration, immigrant detention, and deportation. <http://www.youthrisetx.org/>

## Health

**Any Baby Can.** 6207 Sheridan Ave. District 1. (children's health) To improve the lives of children by strengthening them and their families through education, therapy and family support services. [www.anybabycan.org](http://www.anybabycan.org)

**Arc of the Capital Area.** 4902 Grover Ave. District 7. (special needs services) To provide personalized, community-based services that improve the quality of life for individuals with intellectual and developmental disabilities. [www.arcofthecapitalarea.org](http://www.arcofthecapitalarea.org)

**Austin Pregnancy Resource Center.** 2717 Rio Grande. District 9. (religious child planning and care resources) To build a culture of LIFE by saving lives in Jesus' Name, both physically and eternally. <https://www.austinpregnancyresourcecenter.org/>

**Easter Seals.** 8505 Cross Park Drive, Ste 120 District 1. (disability advocates) Changing the way the world defines and views disability by making profound positive differences in people's lives. [www.easterseals.com/centraltx](http://www.easterseals.com/centraltx)

**Family Eldercare.** 1700 Rutherford Lane. District 1. (senior care and living) Mission driven to provide quality of care and services that everyone deserves. [www.familyeldercare.org](http://www.familyeldercare.org)

**Heart to Heart Hospice.** 4000 Banister Lane, Ste 100. District 5. (patient services) To provide compassion and caring, while

striving to enhance the quality of life for those with life-limiting illnesses and their loved ones.  
[www.hearttoheartospice.com](http://www.hearttoheartospice.com)

**Ronald McDonald House.** 1315 Barbara Jordan Blvd. District 9. (children's health) To create, find, and support programs that directly improve the health and wellbeing of children and families. [www.rmhc-austin.org](http://www.rmhc-austin.org)

**The Settlement Home for Children.** 1600 Payton Gin Rd. District 4. (youth shelter and resources) To promote healing and growth in children, young adults and families by providing a continuum of care, support and resources.

## Service

### African-American Youth Harvest Foundation ( Add info )

**American Red Cross Austin.** 2218 Pershing Drive. District 1. (relief and health) To help people affected by disasters big and small. [www.redcross.org/local/texas/central-and-south-texas/locations/central-texas](http://www.redcross.org/local/texas/central-and-south-texas/locations/central-texas)

**American Youth Works.** 1901 E Ben White Blvd. District 2. (youth development) To transform young people into self-sufficient adults through education, job training, and community service. [www.americanyouthworks.org](http://www.americanyouthworks.org)

**Big Brothers Big Sisters of Central Texas.** 4800 Manor Rd. District 9. (youth development) To provide children with strong and enduring, professionally supported one-to-one relationships that change their lives for the better, forever. [www.bigmentoring.org](http://www.bigmentoring.org)

**Boys and Girls Club of the Austin Area.** 5407 N IH-35, Ste 400. District 4. (youth development) To inspire and enable all young people to be caring and responsible citizens. [www.bgcaustin.org](http://www.bgcaustin.org)

**Capital Area Food Bank.** 8201 S Congress Ave. District 1. (food relief) To ensure that local food pantries are well stocked. [www.capitalareafoodbank.org](http://www.capitalareafoodbank.org)

**Caritas of Austin.** 611 Neches St. District 9. (community/immigrant resources) To help people in times of financial crisis by providing basic needs such as food and clothing as well as the education to move toward self-sufficiency. [www.caritasofaustin.org](http://www.caritasofaustin.org)

**Foundation Communities.** 3036 S 1st St. District 3. (affordable housing and resources) To provide first class, affordable homes and support services for low-income families and individuals, empowering them with the tools they need to achieve educational success and financial stability. [www.foundcom.org](http://www.foundcom.org)

**Front Steps.** 500 E 7th St. District 9. (transient shelter and resources) To end homelessness by providing shelter, affordable housing, job training, and community education. [www.frontsteps.org](http://www.frontsteps.org)

### Greater East Austin Youth Association ( Add info )

**GENaustin.** 3000 S IH 35, Ste 400. District 3. (young women's development) To support and guide girls to make wise choices as they navigate the unique pressures of girlhood. [www.genaustin.org](http://www.genaustin.org)

**Goodwill.** 1015 Norwood Park Blvd. District 4. (community resources) To enhance individual's dignity and quality of life by strengthening communities, eliminating barriers to opportunity, and helping people in need reach their full potential through learning and the power of work. [www.goodwillcentraltexas.org](http://www.goodwillcentraltexas.org)

**Habitat for Humanity of Austin.** 500 W Ben White Blvd. District 3. (affordable housing development) To build affordable, quality houses with families in need to eliminate poverty housing. [www.austinhabitat.org](http://www.austinhabitat.org)

**LifeWorks.** 3700 S 1st St. District 4. (community resources) To support youths and families with counseling, education, and housing as they transition from crisis to safety and success. [www.lifeworksaustin.org](http://www.lifeworksaustin.org)

## Measure Austin: Community Policing & Performance Measure Recommendations and Protocol

**Manos de Cristo.** 4911 Harmon Ave. District 9. (community resources) To help people in need by providing resources that will help them gain self-sufficiency. To operate a dental clinic program to low-income residents, a basic needs program, and an education program that offers ESL classes four days a week. [www.manosdecristo.org](http://www.manosdecristo.org)

**Meals on Wheels.** 3227 E 5th St. District 3. (food delivery and resources) Making sure all central Texas seniors stay connected and independent. [www.mealsonwheelscentraltexas.org](http://www.mealsonwheelscentraltexas.org)

**Mission Possible Austin.** 1190 Chicon St. District 1. (community resources) To connect the Body of Christ across the greater Austin area with individuals in under-resourced areas for personal transformation through life on life relationships. <http://www.mpaustin.org/>

**Sustainable Food Center.** 2921 E 17th St. Bldg C District 1. (food and health) To create opportunities for individuals to make healthy food choices and participate in a local food system. [www.sustainablefoodcenter.org](http://www.sustainablefoodcenter.org)

**The Salvation Army.** 10711 Burnet Rd. District 7. (religious/relief resources) To preach the gospel of Jesus Christ and to meet human needs in His name without discrimination. [www.salvationarmyaustin.org](http://www.salvationarmyaustin.org)

**United Way of the Capital Area.** 2000 E MLK Jr Blvd. District 9. (community resources) To work with many other smaller organizations throughout Central Texas to provide services to families, such as helping them find shelter, food, counseling, and medical services. [www.unitedwaycapitalarea.org](http://www.unitedwaycapitalarea.org)

**Urban Roots.** 4900 Gonzales St. District 3. (food agriculture) To use sustainable agriculture to transform the lives of young people and increase healthy food access through distribution to nonprofits and sales. [www.urbanrootsatx.org](http://www.urbanrootsatx.org)





## Austin Police Department

*City of Austin: Founded by Congress, Republic of Texas, 1839*  
*P.O. Box 689001, Austin, Texas 78768-9001 Telephone (512) 974-5000*  
*[www.cityofaustin.org/police](http://www.cityofaustin.org/police)*

June 12<sup>th</sup>, 2017

Meme Styles  
Measure Austin

Dear Mrs. Styles,

On behalf of the Austin Police Department and our entire leadership team, I want to thank you and Measure Austin for your invaluable assistance in helping APD establish community policing measures which will aid in maintaining the high level of service that our department has historically delivered to the citizens of our great city.

Measure Austin's generosity in providing this assistance without cost to the City of Austin is noteworthy, and it displays your organization's deep commitment to this community. The Austin Police Department is grateful to be partnered with Measure Austin and looks forward to continuing our mutual efforts in the future.

Sincerely,

Brian Manley  
Chief of Police



*Keeping you, your family and our community safe.*