



## MEMORANDUM

TO: Mayor and Council Members

FROM: Rey Arellano, Assistant City Manager

DATE: December 10, 2018

SUBJECT: Response to Resolution No. 20180322-047 Regarding Austin Police Department (APD) Staffing and Police Oversight

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The purpose of this memo is to provide responses to [Resolution 20180322-047](#), which directed the City Manager to carry out the following elements:

1. Review and provide an update on the progress of recommendations made in the 2008 Management of America [MGT] Report and the 2016 Matrix Report.
2. Utilize APD's preliminary FY2018-19 budget forecast and ongoing performance measures, plus the recommendations in the named reports, to develop a staffing plan regarding officer and civilian staff hiring needs for the next 5 years.
3. Consider community policing needs in developing an evidence-based staffing plan.
4. Develop evidence-based best practices regarding police oversight and to report back within 90 days to Council with any recommendations to improve the effectiveness, transparency, and efficiency of our current system.
5. Expedite filling all current APD vacancies utilizing existing funding for the unfunded officer positions in the FY2017-18 budget.

## 2008 Management of America Report and the 2016 Matrix Report Recommendations

### MGT Report

Attachment (1) provides the current status of MGT Report recommendations. Given the age of the Report, the current status of each recommendation is provided as well as the status shortly after the Report's completion. Of the 123 MGT recommendations, the Austin Police Department (APD) implemented 108 of 123 recommendations, and disagreed with 15 recommendations.

Of the 108 recommendations that were implemented in the late 2000s, one was discontinued as a result of the expiration of the 2013 meet and confer agreement. A number of recommendations have changed over time due to reorganizations or different ways to accomplish a recommendation.

### Matrix Report

Attachment (2) provides the current status of Matrix Report recommendations. Of the 79 recommendations, APD agreed with 77 recommendations and disagreed with 2 recommendations.

The status of the 77 recommendations is:

58	Completed
18	In progress
1	Pending

The pending item is an audit of APD's efforts to address the Matrix recommendations. As part of the FY19 Audit Plan, the City Auditor is scheduled to conduct an audit of community policing changes that have been identified by City Management as implemented, and whether the changes have been effective for APD and the community it serves.

### APD 5-year Staffing Plan

Council requested a staffing plan regarding officer and civilian staff hiring needs for the next five years, utilizing APD's preliminary FY2018-19 budget forecast and ongoing performance measures, plus the recommendations in the MGT and Matrix reports (element #2 of the Resolution); and to consider community policing needs in developing an evidence-based staffing plan (element #3).

The City Manager's [memorandum](#) of November 9, 2018, "Subject: Austin Police Department (APD) Staffing Plan (Resolution 20180322-047)" addresses these two elements.

The following table lays out the sworn staffing over the next four years, coincident with the term of the [Meet and Confer Agreement](#) with the Austin Police Association. Council approved the Agreement on November 15, 2018. The staffing plan includes a total of 123 sworn personnel covering APD patrol, investigative and other functions.

APD Sworn Staffing					
	Ofc	Cpl	Det	Sgt	Total
<b>Year 1</b>	12	2	5	2	21
<b>Unfunded FTEs</b>	10	1		1	12
<b>Year 2</b>	20	2	6	2	30
<b>Year 3</b>	20	2	6	2	30
<b>Year 4</b>	20	2	6	2	30
<b>Total</b>	<b>82</b>	<b>9</b>	<b>23</b>	<b>9</b>	<b>123</b>

APD civilian staffing will be considered along with all other City department staffing needs during FY 2019-20 and subsequent years budget development.

Element #5 of the Resolution called for expediting the filling of vacancies. On August 31, 2018, 40 Officers graduated from the 139<sup>th</sup> Class to fill vacancies. On October 1, 2018, APD started the 140<sup>th</sup> Class with 92 Cadets; that Class will graduate on May 10, 2019.

## Police Oversight

The City Manager's [memorandum](#) of November 2, 2018, "Subject: City of Austin Civilian Police Oversight" addresses element #4 of the Resolution. The creation of a new *Office of Police Oversight* is a result of the work of Director Farah Muscadin. She guided a Police Oversight Advisory Working Group to research best practices and develop recommendations to improve the previous oversight structure. The Working Group met over three months and held three community forums. Their [final report and recommendations](#) were submitted in October 2018. Many of the ideas and input received from the Police Monitor, the Working Group, and community feedback were incorporated in the final design of the Office of Police Oversight.

cc: Spencer Cronk, City Manager

Executive Team

Ed Van Eenoo, Deputy Chief Financial Officer

Chief Brian Manley, Austin Police Department

Chief of Staff Troy Gay, Austin Police Department

Farah Muscadin, Office of Police Oversight Director

Attachments:

- (1) Management of America (MGT) Audit Responses with Current Updated Information
- (2) Status Update for Matrix Report Recommendations

## MGT Audit Responses with Current Updated Information

	Rec #	Recommended Text	Status Date	Reported Status	Department Status Comment	Updated Information
1	3-1	Coordinate Internal Affairs Division and Office of Police Monitor reporting and tracking needs and procedures to ensure that the new data base will eliminate the possibility of inconsistent tracking of the same case by the two entities.	8/20/2009	Implemented	APD The new Internal Affairs ICMS (IA Case Management System) database went online in June 2008. It allows entry and monitoring by both IA and OPM. The system will not allow changes or modifications to shared data by either party without review and approval of the other.	This is current practice except OPM cannot enter or modify due to contract expiration.
2	3-2	Secure access to completed Internal Affairs Division case files.		Implemented	APD IAD moved to a new location with a designated file room.	Completed.
3	3-3	Include more comprehensive analysis of complaint data and recommendations that result from the disposition of the cases in Internal Affairs Division's annual report.	4/9/2010	Implemented	APD APD's Planning Unit expanded the analysis of 2008 Internal Affairs data and provide recommendations in the 2008 annual report. Additional analysis and recommendations using the Supervisory Investigations report and Discipline Matrix were included as part of the 2009 reporting.	Completed.
4	3-4	Develop a formal process for analyzing and correcting training deficiencies identified in Internal Affairs Division investigations and document this process in the Austin Police Department's policies and procedures.	8/20/2009	Implemented	APD IA, OPM, and Training staffs have recurring meetings to discuss training issues arising from IA cases, which are subsequently addressed through Training Bulletins issued by Training.	Currently these issues are addressed on a case by case basis with involvement of the subject officer's chain of command and if needed, a training bulletin is issued.
5	3-5	Provide a more accessible link to the Internal Affairs Division through the Austin Police Department website.	4/9/2010	Implemented	APD Website accessibility has been addressed.	Currently the link is available on the Police Monitor's website. Under the FAQ on the APD website there is a link to the Police Monitor site. In addition to the website APD has implemented other options.
6	3-6	Ensure that detectives assigned to the Internal Affairs Division receive formal training specific to the handling of administrative internal affairs cases.	4/9/2010	Implemented	APD There was extensive turnover in IA staff in late 2009 when sergeants were assigned to investigate all IA cases and detectives were moved out. IA staff completed two training sessions conducted by City Legal and the legal representative for the Austin Police Association concerning legal and procedural requirements in internal investigations. IA provides on-going training for its staff and is in discussions with a qualified external vendor to provide more in-depth training on interview techniques for IA investigators.	All new staff assigned to the unit are required to attend formal training on best practices.

7	3-7	Develop meaningful goals, objectives and performance measures for the Internal Affairs Division.	8/20/2009	Implemented	APD Internal Affairs has a long history of maintaining performance measures with annual targets (goals). The measures were reviewed and revised in 2008 to reflect changes in IA processes – namely the shift of some investigations to the chain-of-command. The goals focus on the completion of serious IAD investigations in 90 days and the completion of less serious chain-of-command investigations in 60 days. The department is also doing an overall evaluation of the policy change associated with chain-of-command reviews on Class B investigations to determine if we are meeting the goals that initiated the change.	Currently APD's PM is to capture the # of investigations for both serious and less than serious IAD investigations.
8	3-8	Locate the Office of the Police Monitor liaison in an office and reporting structure separate from the Internal Affairs Division.		Disagreed	APD Through restructure our department eliminated this position.	N/A
9	3-9	Limit cadet class size to no more than 35 to 40 recruits.	8/20/2009	Implemented	APD The cadet class that starts in September (116th) will have an Alpha company and a Bravo company in order to keep the class sizes at 45-50. They will receive the same information in the two classes taught concurrently.	Class size is dependent on current vacancy levels.
10	3-10	Amend Austin Police Department policy to establish a lateral entry program.	11/5/2010	Implemented	APD A lateral entry program class for cadets began on July 19, 2010 and will graduate November 12, 2010 with approximately 24 officers.	No longer available as an option due to the contract expiration.
11	3-11	Augment the permanent academy staff with more instructors borrowed from operational units and with recently retired officers.	8/20/2009	Implemented	APD APD has developed adjunct instructor program.	We continue to use this program.
12	3-12	Place the Field Training Education Program Unit under the supervision of the Patrol Bureau assistant chief.	8/20/2009	Disagreed	APD Current structure does not support this recommendation. APD will ensure communication and coordination between bureau chiefs.	N/A

13	3-13	Create a strategic recruiting plan to establish departmental hiring goals, based on population and demographic projections, for the next three to five years.	8/20/2009	Implemented	APD A strategic plan was created in association with the Training and Recruiting audit AU06108. It will be updated in the annual reports described in recommendation #4 above. Also, the Recruiting Division has designated an officer to be the Diversity Coordinator. In creating this assignment, strategic recruiting initiatives have been identified to increase the overall future applicant diversity for APD to include more Women, African-Americans, Hispanic, Asians and Gay & Lesbian applicants	Currently have a civilian marketing coordinator and recruiting team that fulfills this goal.
14	3-14	Design or upgrade the Guidance Advisory Program system to expand its capabilities and ensure that it provides the proper alerts needed to monitor, track and report use of force incidents by specific officers	8/20/2009	Implemented	APD The Guidance Advisory Program (GAP) underwent several programming changes in 2008/2009 to expand its capabilities and provide accurate alerts with regard to three chosen metrics: Sick Time Usage; IA Complaints; and Response to Resistance Reports (formally known as Use of Force). A GAP report is run every quarter to capture data on all sworn employees who breach the established thresholds for any of the three metrics. Supervisors are notified when an employee has breached the threshold for any metric and are instructed to conduct an investigation into why the breach occurred. A written response from the employee's supervisor detailing the reason for the breach and any corrective measures is required. All responses require signatures by the employee's chain of command all the way up to the Bureau Assistant Chief.	Program continues and APD has the ability to update metrics as needed.
15	3-15	Amend Austin Police Department policy and procedures to allow supervisors to enter of use of force data directly into the department's information system, where it can be accessed by Guidance Advisory Program staff.	8/20/2009	Implemented	APD Policy and procedures have been changed and supervisors now enter information directly into the response to resistance forms that are located in the records management system. GAP staff also access the response to resistance information from the same source.	UOF policy has been continually updated and is currently called Response to Resistance. Now tracked and monitored on SharePoint.
16	3-16	Amend Austin Police Department's use of force policies to specify when a supervisor's presence on the scene as required.	8/20/2009	Implemented	APD Revision of the Response to Resistance (Use of Force) policy was completed in June 2008. The revision specified reporting procedures for Sergeants.	UOF policy has been continually updated and is currently called Response to Resistance. Now tracked and monitored on SharePoint.

17	3-17	Revise the Use of Force Report form and associated policies to ensure that a supervisor has reviewed critical elements of the incident and that a routing process to the appropriate bureau is in place.	8/20/2009	Implemented	APD Revision of the Response to Resistance (Use of Force) policy was completed in June 2008. The revisions included a supervisor reviewing the incident prior to it being routed.	UOF policy has been continually updated and is currently called Response to Resistance. Now tracked and monitored on SharePoint.
18	3-18	Revise the policy [SOP for GAP] to eliminate any misunderstanding of inspection requirements.	11/5/2010	Implemented	APD The GAP SOPs were rewritten. Related revisions to General Orders were distributed to officers in June 2010.	SOP's are required to be updated annually.
19	3-19	The annual use of force report should include additional analysis and recommendations.	4/9/2010	Implemented	APD The format of the 2008 Response to Resistance Annual Report was revised to reflect recent changes to policy and procedures. Additional analysis was provided in the report as well as recommendations.	Response to Resistance report continues to be conducted on an annual basis with appropriate updates. Reports are published on the APD Public Facing website. <a href="http://www.austintexas.gov/department/apd-reports">http://www.austintexas.gov/department/apd-reports</a>
20	3-20	Reassign all functions not directly associated with the Accreditation Unit's core objectives to more appropriate units.	8/20/2009	Implemented	APD In 2009, The Austin Police Department formally withdrew from CALEA and as such, the Accreditation Unit was dissolved. The Inspections portion of Accreditation has been modified and is now the Inspections/Safety Unit which falls under the newly created Risk Management Section of the Professional Standards Bureau. Formally, the Inspections portion of Accreditation was staffed with only one sergeant and one detective. The Inspections/Safety Unit is now staffed with one sergeant and five detectives.	The function was absorbed within the Risk Management unit.
21	3-21	Reassign the Accreditations Unit to either the Planning and Crime Analysis Unit or the Training Division.		Disagreed	APD With the implementation of a Risk Management Division, Accrediation will move under this Division	N/A



22	3-22	Place the Inspections Unit closer to the chief of Police and investigate the option of implementing a rotational inspections team model.	8/20/2009	Implemented	APD With the dissolution of the Accreditation Unit, the Inspections Unit was expanded and placed under the Professional Standards Command. The Inspections Unit now consists of a Sergeant and 5 detectives responsible for conducting annual, semi-annual and spot inspections of all units of the department. An inspection schedule is being developed to ensure all units are inspected at least once per year. Certain units dealing with firearms, narcotics and money will be inspected at more frequent intervals. Spot inspections are also being utilized at the direction of the Chain of Command. Regular meetings are held with the Bureau Assistant Chief to forward reports and findings and discuss areas for potential spot inspections.	The inspection unit continues to inspect units on a regular schedule and performs spot inspections as requested by the Chief or Executive Staff.
23	4-1	Establish clear and consistent directions regarding the duties of corporals when a sergeant is on and off duty. Corporals should be assigned to patrol cars and actively patrolling and responding to calls when sergeants are on duty.	8/20/2009	Implemented	APD The Corporal SOPs were updated to include the following "In the absence or at the direction of the sergeant, the corporal will carry out the sergeant's duties outlined in this Standard Operating Procedure and in General Orders. At all other times, the corporal will be responsible for performing the functions of a police officer."	This is still the current practice and SOP's updated on an annual basis.
24	4-2	Conduct a staff inspection of the District Representative program and revise the standard operating procedures for district representatives accordingly.	7/27/2011	Implemented	APD Standard Operating Procedures for this program were standardized and updated January 2009 and are in effect. The inspection took place in February 2011.	SOP's updated on an annual basis and in 2017 we added a Community Engagement Liaison (Lt.) to ensure consistency within the DR Program.
25	4-3	Review and evaluate the area commands' deployment and organization of their Street Response Units.		Implemented	APD Moved all SR units under one command, Organized Crime Division.	The SR units have been renamed to Metro Tactical units and are assigned geographically throughout the City. They report to Patrol Commanders.
26	4-4	Conduct a departmental review of the crime analysis function to determine how best to use it to meet APD's needs. This effort should include the development of a standard format for reports that is useful for patrol officers and their supervisors.	8/20/2009	Implemented	APD During the implementation of COMPSTAT, crime analysis functions and reports were reviewed and revised. There is now a standard format for patrol information such as the weekly crime report. The changes were implemented department wide to support the development of strategic plans, operational plans and tactical plans in which the crime analysis plays an important role	With the advancement in technology this process continues to improve.



27	4-5	Eliminate the Patrol Narcotics Unit in the Central East substation.	8/20/2009	Implemented	APD Patrol Narcotics Unit at the CE substation has been eliminated and responsibilities are now shared between Arrest Review, Forensic Division, and the detectives working narcotics in the Organized Crime Division.	Currently performed by Arrest Review and Forensics.
28	4-6	Achieve the response time goal established in APD's fiscal year 2006 budget by filling vacant positions in all area commands.	4/9/2010	Implemented	APD Filling vacant positions has not been possible because of budget issues, but APD now implements a departmental freeze on positions leaving patrol when vacancies reach 12%. The freeze insures that patrol staffing level are maintained at an acceptable level regardless of total vacancies across the department. The department is much closer to achieving the 7 minute 30 second response time goal because of changes to dispatch protocol – designating “hotshot” calls for the most serious offenses. The hotshot designation allows the officer to travel with lights and sirens and drive much faster. As of March 18, 2010, year-to-date 2010 response times for high priority calls is 7 minutes 13 seconds. APD has consistently been below the response time goal since the first of the year	For 2017, the department goal was 6:44 and our actual was 7:03.
29	4-7	Amend current policy and procedures to allow officers to book drugs, guns and money at their assigned substation.		Implemented	Officer can now turn in evidence at sub-stations.	Currently this is still the practice.
30	4-8	Retrofit new patrol vehicles with cages that extend across the entire seat.	9/17/2012	Implemented	APD The last area command patrol units that contained half cages were removed from Patrol on September 10,2012.	Completed.
31	4-9	Assemble a task force to consider and recommend ways to reduce the amount of time patrol officers spend on transporting offenders.	8/20/2009	Implemented	APD DWI suspects are left at BAT Bus for processing. Arrest Review Command Posts are used in Bureaus to process suspects in the field.	APD no longer uses the BAT bus. To reduce booking times APD staffs the jail with overtime officers 4 nights per week.
32	4-10	Modify the CAD system's programming to ensure that more than one unit is automatically dispatched for all Priority 1 events.	8/20/2009	Implemented	APD All calls are evaluated and placed in three groups - Hot Shots, Urgent and Service Calls. The Hot Shot dispatch system ensures that closest 2 units are dispatched to top priority calls.	This is the current process.
33	4-11	During upcoming contract negotiations, city officials should consider the Federal Labor Standards Act law enforcement exemption and its implications. Minor policy changes could increase police presence on the street without additional overtime.		Disagreed	CMO	N/A

34	4-12	City and Austin Police Department officials should work to improve the efficiency of patrol staffing.	8/20/2009	Implemented	APD APD has developed and implemented a staffing methodology based on calls for service and response times. The methodology provides an objective method for distributing patrol officer positions which is more efficient than basing decisions on anecdotal evidence. Staffing is reviewed every 6 months with the most recent data possible. Staffing levels across area commands is also reviewed during COMPSTAT every two weeks to assist in developing better strategic, operational and tactical plans.	Reviews are performed as APD receives staffing increases.
35	4-13	Modify the Austin Police Department's standard operating procedures to direct officers to call incommunity policing activities to dispatchers for inclusion in the CAD system.	8/20/2009	Implemented	APD Patrol SOPs do not specify the categories of events that are called into CAD. Officers do report self-initiated activity through the CAD system. They also report community policing activities such as panhandling, curfew and noise violations in their activity logs which are aggregated and reviewed in COMPSTAT.	Activities still tracked in CAD and in addition the department is currently working on metrics to track community aggregate engagement time (Matrix Report).
36	4-14	Modify the employee performance appraisal form to include criteria evaluating patrol supervisors and officers on community policing efforts.	8/20/2009	Implemented	APD The criteria is now located in the performance measure section of the evaluation for any officer assigned to patrol.	A new performance evaluation system for sworn was developed and implemented in 2016.
37	4-15	Develop processes to measure the effectiveness of community policing.	8/20/2009	Implemented	APD The department's COMPSTAT process collects information from patrol and District Representatives related the community policing activities they perform. When crime or traffic issues arise in COMPSTAT meetings, the commander in the effected area is expected to provide a strategic plan for how he/she is going to address the problem. The majority of these plans/initiatives involve community education and outreach efforts. When the issues subside, the community policing efforts, as well as the enforcement efforts, are defined as successful. The department is tracking its successful initiatives for replication in other areas.	The department is currently working on metrics to track community engagement time (Matrix Report).
38	4-16	Review and consider eliminating the function of the District Representatives.		Disagreed	APD	N/A

39	5-1	Conduct a workload study of the two Homicide units to determine their appropriate staffing levels and establish workload measures.	11/5/2010	Implemented	APD All Investigative Units began collecting activity log information including workload measures in January 2010. That information was used in a preliminary workload analysis in May 2010. A follow-up analysis on the workload of detectives will be done in November 2010 in preparation for requesting additional detective positions in the FY12 budget	A study was conducted of all detective workload and it was determined that caseload has increased 7% annually over the past five years netting a need of 100 new detectives.
40	5-2	Move the Robbery unit community liaison position in to the proposed Crime Prevention Education Unit (recommended later in this chapter).	8/20/2009	Implemented	APD The Robbery unit community liaison position was transferred to the Office of Community Liaison in the Community Outreach Division (a Crime Prevention Education Unit is not being created, APD did not concur with recommendation #5-38.) This particular community liaison remains housed with the robbery unit and works with the detectives and Office of Community Liaison on information/education events aimed at high-risk populations or geographic areas.	There is no longer a designated liaison for Robbery.
41	5-3	Make clear to detectives and their supervisors in the command areas that responsibility for all robbery cases rests with the Robbery Unit.	8/20/2009	Implemented	APD Robbery Unit personnel have completed patrol briefings to educate officers about the appropriate notification to Robbery Unit on all robbery calls. In addition, the commander over the Robbery Unit has discussed at Executive/Command staff meetings that the Robbery Unit will handle all robbery investigations. The Versadex system automatically routes all offense reports bearing a robbery title codes to the Robbery Unit for case assignment to a Robbery detective. Also, the Robbery Unit has an after hours presence to make it easier for Patrol to immediately notify a Robbery detective when a robbery occurs.	Robberies are still the responsibility of the Robbery unit.
42	5-4	Make the Integrity Crimes Unit a separate group within the same bureau as the Internal Affairs Division.		Implemented	APD ICU will be renamed to the Special Investigative Unit. This unit will receive additional staffing and will handle all Officer Involved shooting and Use of Force incident as defined by new police. With the new direction of the unit APD does agree this unit could be more aligned within the same bureau as IAD.	This was originally implemented but in 2013 our department reorganized the Bureaus and SIU was placed in the new Investigations Bureau.

43	5-5	Change the Child Abuse units' working hours to provide broader shift coverage and reduce overtime costs.	8/20/2009	Implemented	APD The Child Abuse Unit adjusted its hours so that it is open from 6am to 5pm. All forensics interviews of children under the age of 13 are completed at the Center for Child Protection – which operates during regular business hours. The Child Abuse detectives' primary working hours need to overlap with the Center for Child Protection and Child Protective Services – whose primary hours are also during regular business hours. Child Abuse detectives are available after hours for emergency response, but the majority of overtime used by Child Abuse detectives are for working late on cases that cannot wait till the next business day. Those incidents are closely monitored but in most cases are unanticipated and therefore unavoidable. The Child Abuse Unit has stayed within its allotted overtime for the last two fiscal years and will end this fiscal year slightly under budget.	Continues to be current practice.
44	5-6	Consolidate the Domestic Violence Emergency Response Team and Domestic Violence units.		Disagreed	APD	N/A
45	5-7	Combine the Homicide Cold Case Unit with the Sex Crimes Cold Case Unit.		Disagreed	APD	N/A
46	5-8	Merge the Computer Forensics and High Tech Crimes units with the Financial Crimes and White Collar Crimes Unit in the Property Crimes Section.	8/20/2009	Implemented	APD The Computer Forensics and High Tech Crimes Units are currently under Centralized Property Crimes. However, computer forensics and high tech provide support to detectives and are not currently assigned to investigate cases. Therefore, the two units are not going to be merged with Financial Crimes.	These functions were merged into one unit and it falls in the Investigations Bureau. Financial Crimes remains a separate unit. Both remain within the same division.
47	5-9	Reorganize the Violent Crimes sections to include only those units that actually investigate violent crimes and create an After Hours Investigators Unit to serve as "first responder."	8/20/2009	Implemented	APD Violent and Property Crimes Commands were realigned. Computer Forensics and High Tech were moved to Property Crimes. Missing Persons and the Sex Offender Apprehension and Registration (SOAR) Unit was moved to Violent Crimes. APD Homicide and Robbery units have after hours detectives to respond immediately to crime scenes for their respective areas, and as necessary, to support other Violent Crimes Command units.	The department has reorganized and many of the units within the bureaus has changed.

48	5-10	Modify the mission of the Fugitive Apprehension Unit to include researching and monitoring individuals currently tracked by the Domestic Violence Emergency Response Team, Sex Offender Apprehension and Response and Career Criminal units.	8/20/2009	Implemented	APD The Fugitive Apprehension Unit has been restructured so that they research and monitor sex offenders and career criminals. They do not monitor Domestic Violence (DVRT) offenders. DVRT handles on- going domestic violence cases and patrol handles compliance checks for protective orders and emergency protective orders.	The fugitive unit was eliminated and a new CRASH team was implemented to monitor domestic violence offenders. The SOAR unit monitors sex offenders.
49	5-11	Reassign responsibility for animal cruelty calls to the city Health Department's Animal Protection and Control unit.	8/20/2009	Implemented	APD Animal cruelty calls are routed to APD and all other animal related calls are routed to Animal Control in the city's Health Dept. APD has a detective and a civilian animal cruelty specialist who investigate whether or not criminal charges should be filed on animal cruelty cases. Health department personnel can't file the criminal charges.	This is our current practice.
50	5-12	Move the Pawn Shop Unit from Offender Apprehension to the Property Crimes Section.		Implemented	APD This move has already occurred.	This is our current practice.
51	5-13	Eliminate the Crisis Intervention Unit and assign its staff and responsibilities to the Patrol Bureau.	8/20/2009	Implemented	APD There are 144 Mental Health Officer (MHO) positions designated in the three patrol bureaus. There are currently 14 vacant MHOs with training scheduled to fill all 144 slots. The patrol MHOs are a 24/7 first level response to those in mental health crisis.  However, the Crisis Intervention Unit continues to perform functions that cannot be replicated by Patrol. Each report documenting an emotionally disturbed person is followed up by a Crisis Intervention Unit officer. These officers work with clients who are habitual callers of 9-1-1 and support City Hall, Officer of the Police Monitor, and other city departments in working with mentally ill persons who are in crisis. Family members of mentally ill clients work one-on-one with Crisis Intervention Unit officers seeking help for those in crisis. Crisis Intervention Unit officers do home visits to personally check on clients	This is our current practice.

52	5-14	Move the alcohol control and abatement responsibilities of the Alcohol Control Team and the Abatement and Community Education Unit to the Special Investigations Section of the Organized Crime Division.	8/20/2009	Implemented	APD During the reorganization that took place after Chief Acevedo's arrival, the need for the Alcohol Control Team and the placement of the Abatement Unit was thoroughly evaluated. The Abatement Unit assists in alcohol control issues and they are assigned under Centralized Property – it was not seen as being appropriate to put it in the Organized Crime Division. The Alcohol Control Team was disbanded when TABC grant funding was discontinued.	Due to department reorganization the Abatement unit is currently assigned to the Organized Crime Division (OCD) and was renamed Nuisance Abatement.
53	5-15	Move the Alcohol Control Team and Abatement and Community Education outreach and community education responsibilities to the proposed Crime Prevention Education Unit recommended later in this chapter.	8/20/2009	Implemented	APD A Crime Prevention Education Unit is not being created, APD did not concur with recommendation #5-38. APD does not have a "Crime Prevention Education Unit" because of a reduction in resources, however, the Office of Community Liaison currently provides Crime Prevention Education with assistance for patrol District Representatives. The Alcohol Control Team was disbanded when TABC grant funding was discontinued. The Abatement Unit became the Nuisance Abatement Unit and moved under the Property Crimes Division. The Community Education Unit which was comprised of one officer was discontinued when the officer retired.	Nuisance Abatement was reassigned to OCD. The other units are no longer in existence.
54	5-16	Reconfigure the Offender Apprehension Section to include: Fugitive Apprehension; Career Criminals; Arrest Review and Court Liaison; and Juvenile.		Implemented	APD These units will be moved under the Apprehension section of the Property /Apprehension Division.	The only remaining units are Arrest Review and Court Liaison and they are assigned to Investigations division.
55	5-17	Move Arrest Review and Court Liaison to the Offender Apprehension Section.		Implemented	APD We move this unit under the Apprehension section under Property/Apprehension Division.	See above. 5-16
56	5-18	Move the Auto Theft Interdiction Unit's public education function to the proposed Crime Prevention Education Unit recommended later in this chapter.	8/20/2009	Implemented	APD The Auto Theft Interdiction Unit's public education function is performed by civilian in a grant-funded position. The grant requires her to work in the Auto Theft Unit.	This still applies.
57	5-19	Refocus the mission of the Auto Theft Interdiction Unit to investigating commercial vehicle thefts. Return responsibility for investigations of automobile thefts to the area commands and provide additional training if necessary.		Disagreed	APD This function had been with area detectives but this was centralized in order to provide better trend analysis and increase communication and develop better strategic plans.	N/A



58	5-20	Assign responsibility for investigating all financial crimes to the Financial Crimes and White Collar Crimes Unit.	11/5/2010	Implemented	APD Based on the staffing level of detectives within this unit APD could not assign all financial crimes cases to this one unit. All Investigative Units began collecting activity log information including workload measures in January 2010. That information was used in a preliminary workload analysis in May 2010. A follow-up analysis on the workload of detectives will be done in November 2010 in preparation for requesting additional detective positions in the FY12 budget.	Detective positions continue to be placed in APD's budget forecast.
59	5-21	Eliminate the Sexual Offender Apprehension and Response Unit. Transfer its sex offender registration responsibilities to the Sex Crimes Unit and its sex offender monitoring function to the Fugitive Apprehension Unit.		Implemented	APD Due to staffing levels and the special requirements for registration we will not be able to transfer unit to apprehension but have restructured and feel this unit would be best supervised under Violent Crimes where Sex Crimes is located.	This is current practice.
60	5-22	Reconfigure the Property Crimes and Offender Apprehension Division into two separate divisions, including only those units that support their missions.		Implemented	APD Property Crimes and Offender Apprehension Division will remain one Division but APD will restructure these two areas to include units that support their mission.	The offender apprehension duties were absorbed into another unit. Property Crimes is now under Investigations.
61	5-23	Work hours for the three Narcotics units should be coordinated to ensure that they provide coverage for their operations without excessive use of overtime by changing the shift structure.		Implemented	APD OCD will be restructured in order for each bureau to have both street and mid level narcotic units assigned to a bureau supervised by a lieutenant. Each unit will schedule their hours according to the needs of each bureau.	The department reorganized several times since this report. All narcotic units are centralized under OCD and provide citywide support. These units regularly adjust their work hours to minimize overtime cost.
62	5-24	Since the responsibilities of the Career Criminal and Fugitive Apprehension units are similar, they should be placed in the proposed Offender Apprehension Division to facilitate coordination and information sharing.		Implemented	APD The current structure has a Property/ Apprehension Division. CCU will be moved under this Division.	The department has undergone restructure since this report and both units duties were absorbed into other units.
63	5-25	Eliminate the Firearms Review Unit and assign its staff to other investigative units. The reassigned officers should continue to work with and advise investigations of cases involving firearms.		Implemented	APD Major Crimes Task Force will absorb both the duties and personnel within Firearms Review.	Completed. The firearms duties reside with the Criminal Conspiracy Unit within Organized Crimes Division (OCD).
64	5-26	Eliminate the Human Trafficking Unit and assign its responsibilities to the Special Investigations Section.		Implemented	APD Human Trafficking and the personnel will retain their duties but will move under the Career Criminal Unit.	Human Trafficking is currently assigned to OCD.



65	5-27	Merge the Major Crimes Task Force with the Gang Suppression Unit.	8/20/2009	Implemented	APD These units are under one command and report to a single Lieutenant. These units work together on a daily basis. The two units are too large to combine – it would create span of control issues for the supervisor.	These units were merged and report to two Sergeants that report up to one Lt.
66	5-28	Conduct a workload study of the Special Weapons and Tactics function to determine whether the Austin Police Department can eliminate one of its full-time Special Weapons and Tactics teams and reassign its officers to other units in the department.		Disagreed	APD Although the Organization Chart has two teams listed, the team acts and response as one functional unit. These teams are divided more for span of control and specialization than as an independent functional unit. The unit has created a third unit to assist the department with adjunct instructor program.	This is our current practice.
67	5-29	Conduct a fee study and set rates for special event coverage that accurately reflect the city's costs; and increase the minimum hours paid to officers for working these events.	8/20/2009	Implemented	APD, CMO The study was conducted in March 2008. APD provided this information to CMO and fees were adjusted in FY09.	These fees are continually monitored and adjusted during budget adoption.
68	5-30	Relocate special events coordinating and accounting functions to the city manager's office.	8/20/2009	Implemented	APD It was decided that APD should keep the accounting function, but it was moved to a Unit in Highway Enforcement with the capacity to process the paperwork in a timely manner.	Currently the accounting function is performed within special events in coordination with Finance office. APD currently funds a Citywide Event Coordinator that reports to the CMO.
69	5-31	Ensure that reports of expenditures and revenues are available to provide adequate oversight of the special events function.	8/20/2009	Implemented	APD APD's finance division provides reports on expenditures and revenues so that supervisors have sufficient information to oversee Special Events Unit functions.	This is still the current practice.
70	5-32	Consider establishing an enterprise fund to account for all revenues and expenditures associated with the Special Events Unit.	11/5/2010	Implemented	APD Responsibility for this recommendation lies with the City Manager's Office. CMO will evaluate the need for a SPOC or "one stop shop" to coordinate special events on a city wide basis.	See 5-30 above.
71	5-33	Require Austin Police Department Police Academy cadets to work several special events by making this duty part of the training curriculum. Encourage cadets to work some events during their off-duty time for overtime.	8/20/2009	Implemented	APD Cadets are not commissioned officers with full training so they are prohibited from working any off-duty overtime. Cadets currently do two weeks of fieldwork with a patrol officer where it is quite possible that they will observe special events. There is no way to adjust the curriculum to add a block of special events service AND maintain TCLEOSE requirements without extending the 32 week academy which is already much longer than other academies.	Currently cadets are not allowed to work LE overtime assignments.

72	5-34	Conduct an evaluation of the risks associated with the city's off-duty employment practices and develop policies and procedures on such practices.	8/20/2009	Implemented	APD As issues arise, the off-duty employment policy is reviewed and revised by a combination of command staff and City legal. For example, there was a recent review of the policy section that prohibitsoff-duty employment in "A bar or other establishment or event where liquor, beer or other alcoholic beverages are sold and/or consumed onpremises." Language was added to specify "and the sale of alcohol isthe principal source of income" because the previous language technically prohibited officers from working at certain City sponsoredevents. The department will continue to review the risks on a case bycase basis.	This is still the current practice and policies are reviewed/updated on an annual basis.
73	5-35	Amend Chapter 14-7 of the city ordinances to eliminate the requirement that persons may not file anapplication for parade permit earlier than the 60th day before the date of a proposed parade.	8/20/2009	Implemented	CMO City of Austin Ordinance 14-8-11 requires Closure Applications to be submitted to the Transportation Director 180 days prior to the first day of the right-of-way event.	Transportation handled this recommendation.
74	5-36	The executive protection function should be assigned to the Highway Enforcement Division, as it isfrequently called upon to handle special event assignments.		Implemented	APD During a recent restructure the executive protection function was reassigned under the Highway Enforcement Division.	EPU is currently assigned to Special Operations.
75	5-37	Move the Control Booth Unit to the Administrative Bureau.	8/20/2009	Implemented	APD Control Booth is assigned to the North Bureau/Special Events.	Control Booth is currently assigned under the Support Bureau.
76	5-38	Eliminate the Intelligence and Crime Stoppers Unit and assign responsibility for Crime Stoppers to theproposed Crime Prevention Education Unit. Assign the criminal intelligence function to the Investigations Bureau, as it directly supports the bureau's work.		Disagreed	APD Although the Intelligence Unit supports the investigative units, it also provides our department with necessary homeland defense intelligence which is coordinated in our Special Operations Unit. The Crime Stoppers program provides necessary intelligence for both investigation and homeland security concerns. Also, Crime Stoppers is funded through a regional program.	Currently assigned to our Intelligence Division.
77	5-39	Conduct a workload study to determine actual staffing needs before filling the vacant positions in theHomeland Defense Unit.		Implemented	APD Eliminated homeland positions and all Homeland responsibilities fall under Special Operations.	The duties of the homeland positions were distributed throughout the department.
78	5-40	Eliminate the Air Enforcement Section and reassign its staff to other units.		Disagreed	APD Will evaluate the current deployment schedule and cost to identify any modification to the program in order to be more cost efficient.	APD continues to evaluate the Air Units schedule to ensure they are being utilized both efficently and effectively.

79	5-41	Conduct a workload study to determine appropriate staffing levels for the entire Highway Patrol and Response Section as well as its units.	2/6/2012	Implemented	APD In November 2011, the Planning Unit completed an evaluation of the Highway Enforcement Command's staffing. The study recommends changing some responsibilities and adding positions to the Highway Response/Patrol Unit and the Vehicular Homicide Unit. The staffing needs will be considered in the FY2013 Budget.	Since 2011 APD added 6 additional positions to the Highway Command.
80	5-42	Merge the Traffic Education Unit into the proposed Crime Prevention Education Unit recommended earlier in this chapter.		Disagreed	APD	N/A
81	5-43	The Austin Police Department should adopt a managing criminal investigations approach to help streamline its case assignment process.	8/20/2009	Implemented	APD APD's records management system (Versadex) has a case management application used by detectives and their supervisors that allows for case assignment and monitoring of case process and closure by the supervisor.	This is the current process.
82	5-44	To support the Austin Police Department's decentralized model for some investigations, the department should assign the following crimes to area detective units: auto thefts other than apparent commercial vehicle thefts, "chop shop" operations and specialized vehicle thefts; all juvenile crimes other than child abuse crimes; robberies of persons such as purse snatchings and "strong-arm" robberies that involve the use of force.	8/20/2009	Implemented	APD Crimes involving juvenile crimes and thefts from persons were decentralized to the detective units having ownership of that title code. "Purse snatchings" that do not involve injury or threat of injury to the victim are investigated as "Theft of Persons" by the decentralized detective unit. If an actual robbery, then it is investigated by the Robbery Unit. APD does not agree with Auto Theft recommendations— the Auto Theft Unit has to comply with grant requirements that define how they are organized.	This is the current process.
83	5-45	Develop a cadre of civilian volunteers to assist detectives with regular callbacks to crime victims.	8/20/2009	Implemented	APD The Violent Crimes Command uses interns to assist with various tasks, but contact with victims is limited to detectives and Victim Services counselors. Using volunteers or interns for this function is not recommended.	This is the current process.
84	5-46	Conduct a workload study to determine appropriate staffing levels for all investigative units of the Investigations Bureau as well as the area commands' detective units.	11/5/2010	Implemented	APD All Investigative Units began collecting activity log information including workload measures in January 2010. That information was used in a preliminary workload analysis in May 2010. A follow-up analysis on the workload of detectives will be done in November 2010 in preparation for requesting additional detective positions in the FY12 budget.	2017 APD conducted a caseload analysis for detectives. Caseload has increased annually by 7% each year over the last 5 years.

85	5-47	Fully equip the crime scene specialists so that each can be as productive as possible.		Implemented	APD In 2007 6 new vehicle were added to for crime scene specialist to utilize	APD assesses on-going needs through the budget process.
86	5-48	Increase the Crime Scene Investigators and Property Crimes Technicians Unit's budget for consumable supplies to cover the supplies needed for lab work connected with evidence collection, processing and preservation.	8/20/2009	Implemented	APD The budget; although not increased at the department level, has been leveled throughout APD divisions to adequately provide for purchase of consumable supplies for these units.	APD assesses on-going needs through the budget process.
87	5-49	Increase the DNA unit's budget for consumables and other items needed to support the expected increase in case processing.	8/20/2009	Implemented	APD The budget; although not increased at the department level, has been leveled throughout APD divisions to adequately provide for purchase of consumable supplies for these units.	APD assesses on-going needs through the budget process.
88	5-50	Add one more full-time chemist to the Chemistry Unit.	8/20/2009	Implemented	APD An additional chemist was added in FY2007 which is funded under an inter-local agreement with Travis County. This chemist's purpose is to work the rocket docket cases for the County. The City of Austin has not funded an additional chemist at this time.	Since 2008 APD has added 2 additional FTE's to address the increased workload.
89	5-51	APD should fund the Integrated Ballistics Information System specialist position when the grant expires at the end of the current fiscal year.	8/20/2009	Implemented	APD This position was transferred to General fund in the FY2008 budget.	Completed.
90	5-52	The department should add one more firearms examiner to help handle the unit's growing workload.	9/17/2012	Implemented	APD The department identified a vacant position that was reclassified during August 2012 to a Firearms Examiner (PCN 112500) in order to satisfy this recommendation and assist with workload of the unit.	Completed.
91	5-53	The Austin Police Department should purchase another computer for fingerprint enhancement, to support the increased demand for fingerprint analysis.	4/9/2010	Implemented	APD An additional station to access AFIS has been purchased and placed in the Identification Section of Central Records.	Completed.
92	5-54	The Austin Police Department should replace outdated computers and upgrade software used by the Multi-Media Unit.	4/9/2010	Implemented	APD Police Technology has worked with the Multi-Media Unit and all identified computer equipment has been replaced and is operational.	Completed.
93	5-55	The Austin Police Department should increase the Forensic Science Division's consumables and commodities budget.	8/20/2009	Implemented	APD The budget, although not increased at the department level, has been leveled throughout APD divisions to adequately provide for purchase of consumable supplies for this unit.	APD assesses on-going needs through the budget process.

94	6-1	Align the operational and support functions within the organizational structure of the Police Department to facilitate better coordination and communication.	8/20/2009	Implemented	APD Since the audit was performed, APD has implemented several of the recommended organizational structural changes, along with numerous other changes, to facilitate coordination and communication.	Changes continue to be made to our organizational structure to ensure the department is aligned in order to address our overall mission and to facilitate better coordination and communication.
95	6-2	Re-draw Austin's area command sectors, reducing the nine sectors to five.		Disagreed	APD	Within the 5 year forecast APD anticipates to add an additional sector (9 to 10).
96	6-3	Provide training to department staff on the development and use of performance measures, both for internal and for external use.	8/20/2009	Implemented	APD A designated APD Planner routinely reviews performance measures with stakeholders inside the department and frequently provides information on measures to persons external to the department. The planner produces an annual performance measure summary report that is posted for use throughout the department. Performance measures are also a part of COMPSTAT.	This is still the current practice.
97	6-4	Develop a budgeting process that obtains input from department managers and provides them with training needed to conduct proper budget oversight.	8/20/2009	Implemented	APD Budget Committee implemented and on-going. Training provided during the annual retreat with all Command Staff on 12/09/08. Training will continue to be on-going.	This is still the current practice. Also, APD includes a budget component in our Leadership Command College and Frontline Supervisor Training.
98	6-5	Control overtime costs by improving budgeting and monitoring of expenditures and implement accounting procedures to ensure all billable overtime is reimbursed.	8/20/2009	Implemented	APD Budget Committee implemented and on-going. Overtime continually monitored and new processes put in place to assure all billable overtime is recovered.	This is our current practice.
99	6-6	Purchase property control scanning equipment to improve controls over the Austin Police Department equipment inventory.	1/26/2015	Implemented	APD Funds were appropriated in FY2014. A solution was determined and equipment was purchased in September 2014 and was paid for on November 26, 2014. The department has also implemented cameras in the PCO area as well as card reader access to improve control over equipment.	Completed. PCO now uses a program called Checkmate. PCO scans a bar code on all equipment and scans officers ID to check equipment in and out.
100	6-7	Staff the Records Management Section appropriately so that work can be completed accurately and in a timely fashion, and to eliminate backlogs.	1/26/2015	Implemented	APD Two additional staff added to the FY2015 budget and hiring is in process. In addition, other positions were moved within the department to assist with the backlog reduction.	APD assesses on-going needs through the budget process.



101	6-8	Re-establish the city-county liaison position to assist in the Central Booking operation.	8/20/2009	Implemented	APD Headquarters Asst Chief Eells leads an identified team of APD command staff who work with Central Booking on contract negotiations and other issues. Asst Chief Eells should be considered the liaison referenced in this recommendation.	Currently a Cmdr. is assigned as the liaison to the coordination committee. Member of the executive team address contract negotiations
102	6-9	Identify basic performance indicators for periodic evaluation of Community Liaison programs, and establish a process to formally evaluate them.	11/5/2010	Implemented	APD The APD Planning Unit assisted the Community Education and Outreach Division in a review of their programs and evaluation performance. Performance indicators were established to create a foundation for future program evaluations.	All activities of Office of Community Liaison are tracked and there is a performance measure regarding the # of new youth served in the Pal and Explorer Programs.
103	6-10	Update the Austin Police Department website with information on the Community Liaison Section's services and initiatives, and establish an online community feedback process.	4/9/2010	Implemented	APD The Office of Community Liaison and CTM have set up a website with information on their services and initiatives. Links to email addresses are found in numerous places throughout the website so that the community can provide feedback to the appropriate Liaison representative. Information on the site and the email addresses are updated on a regular basis.	Completed.
104	6-11	Re-locate the Eastside Story program to another organization.	8/20/2009	Implemented	APD Eastside Story staff was reassigned to the Parks and Recreation Department in January 2009. The budget will be formally transferred in FY10.	Completed.
105	6-12	Increase funding for the Eastside Story program to support the growing demand for its services.	11/5/2010	Implemented	APD The recommendations related to Eastside Story were resolved in the Sept. 21, 2009 update. This is no longer an APD program.	Completed.
106	6-13	Consider creating a new name for the Eastside Story program while maintaining its services.	11/5/2010	Implemented	APD The recommendations related to Eastside Story were resolved in the Sept. 21, 2009 update. This is no longer an APD program.	No longer part of APD.
107	6-14	Develop formal coordination mechanisms to ensure that the Office of the Police Monitor and the Austin Police Department's Office of Community Liaison routinely share information and meet at least quarterly to coordinate their efforts.	4/9/2010	Implemented	APD The Office of Community Liaison contacted the OPM about holding quarterly meetings. At that time, the two groups realized that they already meet for several hours two or three times a year to prepare for presentations given to the Citizen's Police Academy. They will continue to share information and coordinate their efforts at these preparation meetings and will schedule an "as needed" meeting if something unusual occurs.	This is the current process.

108	7-1	Based on interviews, surveys and analyses of pertinent information, MGT recommends that the Department of Public Safety and Emergency Management maintain its independence from the Austin Police Department.		Disagreed	CMO	APD and PSEM were consolidated in January 2009.
109	7-2	Develop a memorandum of understanding or similar formal agreement between the Austin Police Department and the Public Safety and Emergency Management Department that defines their respective areas of responsibility.	8/20/2009	Implemented	PSEM APD and PSEM went through consolidation in January 2009. This is no longer an issue.	APD and PSEM were consolidated in January 2009.
110	7-3	Ensure that the Public Safety and Emergency Management officers will be incorporated into usage plans for the Austin Police Department's new firing range facility.	8/20/2009	Implemented	PSEM APD and PSEM went through consolidation in January 2009. This is no longer an issue.	APD and PSEM were consolidated in January 2009.
111	7-4	Ensure that the Park Police are used only for activities related to their core responsibility of providing patrol and related services at parks, lakes and recreational facilities.	8/20/2009	Implemented	PSEM The commander over the Parks and Special Events makes certain that the primary focus for the officers in his Units is on parks, lakes and recreational facilities but they can be reassigned as needed.	This is our current practice.
112	7-5	Transfer responsibility for security services at the Austin Resource Center for the Homeless to a more appropriate setting within the city.	8/20/2009	Implemented	PSEM The ARCH now has its own private security for the interior of the facility. North Bureau Patrol DRs provide enforcement in the public areas around the ARCH.	The Downtown Area Command currently handles enforcement efforts around the ARCH.
113	7-6	Develop and monitor performance measures for activities that are unrelated to the core mission of the Public Safety and Emergency Management Department so that these efforts can be measured and quantified.	8/20/2009	Implemented	PSEM Past measures for the airport, lakes/parks, and City Marshalls have been reviewed and revised. Data is being collected. The new measures have been incorporated into the FY10 list of Police measures.	This is our current practice.
114	7-7	Ensure that vacant positions are filled as soon as possible.		Implemented	PSEM	This is our current practice.
115	7-8	The city should consider using armed security guards at the Municipal Court buildings, thereby freeing up deputy marshals to serve Class C warrants and improve the revenue stream generated by this activity.		Disagreed	PSEM	APD has considered this recommendation and will continue to have conversations with Municipal Court.
116	7-9	Evaluate and, if necessary, modify the system interfaces to ensure that all outstanding Class C warrant information is available to Austin Police Department officers.		Implemented	PSEM	Currently APD has access to this information.
117	8-1	Strengthen the Office of the Police Monitor's oversight powers by granting limited subpoena authority and drafting a mandatory cooperation agreement with the Austin Police Department.	8/20/2009	Implemented	APD Executive staff has explored the ramifications of granting subpoena power to the OPM. APD does not plan to pursue this change at this time.	This recommendation will need to be addressed through the Meet and Confer Contract between the COA and APA. Currently there is no contract in place.



118	8-2	Allow the Office of the Police Monitor access to the GAP data.	8/20/2009	Implemented	APD APD met with the OPM to discuss which data can be accessed by the OPM. OPM now sees all the complaint data, which is one of the three GAP metrics. They do not see the other two, response to resistance incidents and sick leave.	This is our current practice.
119	8-3	Complete Office of the Police Monitor reports as required by the joint Austin Police Department/Office of the Police Monitor operating procedures.		Implemented	APD	This is the requirement of OPM.
120	8-4	Ensure that the new data base allows for standard complaint classifications and allows for real-time access to data by both the police department and the Office of the Police Monitor.	8/20/2009	Implemented	APD The new Internal Affairs ICMS (IA Case Management System) database went online in June 2008. It allows real-time access to all data by both IA and OPM.	This is our current practice.
121	8-5	Increase public awareness of the mediation option for settling citizen complaints against officers.	8/20/2009	Implemented	APD OPM does this when they take the initial intake statement.	Currently without a contract APD addresses this during the initial intake process.
122	8-6	Ensure adequate orientation for newly appointed Citizen Review Panel members.	4/9/2010	Implemented	APD It is a responsibility of the Police Monitor's Office to coordinate the orientation for Citizen Review Panel members.	Currently without a contract there is no longer a CRP.
123	8-7	Amend the joint Austin Police Department/Office of the Police Monitor operating procedures to require that Citizen Review Panel members are provided materials necessary for their meetings five days prior to the scheduled meeting.	4/9/2010	Implemented	APD APD insured that the latest meet and confer contract gave the Citizen Review Panel this right - it's is OPM's responsibility to provide the access.	Currently without a contract there is no longer a CRP.

Austin Community Policing Recommendations - Matrix Consulting Group 2016					
Recommendation			Page#	Agree	Status
<b>Chapter 3 - Community Policing Leadership and Management</b>					
1	Rewrite the Mission statement so that it is clear that the Austin Police Department conducts business that recognized Community Policing and Problem-Solving as the foundation of all activities.	17/18	Yes		C
2	Include pedestrian stops and field interviews in the yearly Racial Profiling Report.	18	Yes		IP
3	Patrol officers need to engage in community activities at a higher level than present efforts.	19	Yes		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 sufficient records searches may be conducted.	23	Yes		C
5	Develop a marketing plan that supports the agency's Community policing goals and efforts.	28	Yes		IP
6	APD should provide funding for the PIO to market its Community Policing efforts.	28	Yes		C
7	Define the roles of supervisors, managers, command and executive staff as they relate to community oriented policing and problem-solving.	29	Yes		C
8	Develop an evaluation system that allows employees to assess supervisory, management, command, and executive efforts in Community Policing.	29	Yes		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	Yes		C
10	Provide leadership training to all members of the Department.	31	Yes		C
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	Yes		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	Yes		IP
13	Supervisors (Sgt) and Managers (LT) develop 'tactical action plans' to address problems in each Region.	37	Yes		IP
Sub Totals			13	0	5 8
<b>Tracking Community Engagement Time</b>					
1	Track the amount of proactive time spent by patrol officers in aggregate and in Regions.	35	Yes		C
2	Track 'hot spots' in areas.	35	Yes		C
3	Track relevant individual measures of proactive community policing in aggregate and in Regions.	35	Yes		IP
4	Supervisors (Sgt) and Managers (LT) develop 'tactical action plans' to address problems in each Region.	35	Yes		C
5	Track the efforts of District Representatives in working to support the community on service issues.	35	Yes		C
6	Develop quality of life/code enforcement indicators.	35	Yes		IP
7	Track the efforts of patrol supervisors and managers in supporting and interacting with the citizens.	35	Yes		C
Sub Totals			7	0	2 5
<b>Evaluating the Effectiveness of Community Policing</b>					
1	Develop and work with Staff and Citizen 'Strategic Planning Groups' to define and evaluate specific community policing targets.	36	Yes		C
2	In support of the 'tactical action plans' described above, develop comprehensive approaches to formally structure them.	36	Yes		C
3	Develop long term targets for reduction of selected crime rates in each Region.	36	Yes		C

4	Develop annual surveys of community perceptions of safety and the APDs effectiveness in shaping those perceptions.	36	Yes		IP	
5	Identify appropriate community groups in each Region and work with them to address community problems which the APD can address.	36	Yes			C
6	Conduct periodic independent and objective assessments of the Department's performance in critical community policing efforts and interactions.	36	Yes	P		
7	Develop specific training targets for community policing in the academy, field and ongoing in service training.	36	Yes			C
8	Develop a process for periodically addressing community policing related policies, training, field supervision and individual performance.	36	Yes			C
Sub Totals			8	1	1	6
<b>Chapter 4 - Support for Community Policing in the Department</b>						
1	Assign all resources necessary to recruiting in an effort to attain the number of applicants necessary to fill attrition and newly authorized positions.	42	Yes			C
2	Reduce the number of days required to complete the testing process to four months total and one visit.	42	Yes			C
3	Automate all background and testing to speed the process.	42	Yes			C
4	Develop a Marketing and Strategic plan for Recruiting and Hiring that emphasizes Community Policing principles.	42	Yes			C
5	Revise job classifications and policies and procedures that subscribe to Community Policing principles.	42	Yes			C
6	Continue efforts to utilize Community Liaisons, Explorers and PAL as feeders for Recruiting.	42	Yes			C
7	Revise the APD website and Facebook page to reflect Community Policing principles.	42	Yes			C
8	Develop a Community Policing theme that highlights the philosophy as a major focus of Academy training.	50	Yes			C
9	Develop an introductory class to teach cadets the history, structure, philosophy, and application of Community Policing in the Austin Police Department.	50	Yes			C
10	Cadets should continue to write the observation report or make a presentation on their experience in the Immersion Program.	50	Yes			C
11	Continue to search for a Community Policing related train-the-trainer class to offer to Police Academy instructors and field training officers.	50	Yes			C
12	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	Yes			C
13	Explore the use of problem-based learning methodology in the Police Academy.	50	Yes			C
14	Produce a recruiting video that is more in alignment with community policing and problem-solving and make it available to the general public.	50	Yes			C
15	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.	51/52	Yes			C
16	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.	56/57	Yes			C
17	APD should approve the FTP proposal to add a DOR dimension that specifically includes community organizing and problem-solving.	57	Yes			C
18	Explore the use of Problem-Based Learning (PBL) as a limited tool to engage trainees in problem-identification and solution activities.	60/61	Yes			C
19	Explore the use of Bloom's Taxonomy of Learning as a tool to construct learning activities and to identify learning issues faced by trainees.	61	Yes			C

20	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.	61/62	Yes			C
21	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.	62-65	Yes			C
22	Conduct a training needs assessment of all APD training functions every 3 years.	69/70	Yes			C
23	Provide training on Community Policing to all non-sworn members through local delivery or e-learning methods already established by the Department.	70	Yes		IP	
24	Develop an e-learning training program that encompasses cultural and social issues that affect the relationship between the APD and the community it serves.	70/71	Yes		IP	
25	Provide problem-solving leadership to all employees through local delivery or e-learning methods already established by the Department.	72/73	yes		IP	
26	Formalize the collection of employee demographic data/statistics by race, ethnicity, and gender, to be conducted annually by Human Resources.	73	Yes			C
27	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	Yes			C
28	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.	73/74	Yes			C
Sub Totals			28	0	3	25
Chapter 5 - Patrol Operations and Staffing						
1	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 3 CSO positions to each Region.	153	No			
2	Redeploy a limited number of officers from the evening and night shifts to each of the two day shifts in each Region to increase proactivity during those time periods.	153	Yes			C
3	Regions II, III, and IV: Review opportunities to transfer the workload of districts with high workloads to the surrounding districts in order to better balance proactive capabilities.	153	Yes			C
4	Increase the number of staff allocated to each region by adding 66 officers and 8 corporals to the following areas:	159	Yes		IP	
	DTAC: 4 officers					
	Region I: 13 officers and 2 corporals					
	Region II: 18 officers and 2 corporals					
	Region III: 12 officers and 2 corporals					

	Region IV: 19 officers and 2 corporals					
5	In addition to the staffing recommendations made in the previous section, add the following number of officer positions over the next 4 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:	159	Yes		IP	
	2017: 20 officers					
	2018: 18 officers					
	2019: 15 officers					
	2020: 13 officers					
Sub Totals			4	0	2	2
Chapter 6 - District Representatives and Other Community Support Units						
1	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.	176	Yes			C
2	Add a new Lieutenant position to implement, coordinate, manage, centralize, and standardized the Community Oriented Policing Program (Current DR Units).	177	Yes			C
3	Add 12 civilian Community Service Officers and re-assign 11 of the sworn DR positions to Patrol Operations.	177	Yes		IP	
4	APD/OCL should 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.	182	Yes			C
5	APD/OCL should explore ways to fund Youth Camp and LINKS programs.	182	Yes		IP	
6	Provide Annual Reports of OCL activities and performance.	182	Yes		IP	
7	DRs need to continue to work closely with community programs to support neighborhood events.	182	Yes			C
8	APD should fund the publication of crime prevention materials for non-English speaking constituent communities.	182	Yes			C
9	Develop a policy and selection criteria that addresses officers volunteering their personal time to APD programs.	185-188	No			

10	PAL and Explorer Units should develop methods to recruit youth in languages representative of Austin's diverse community.	185-188	Yes			C
11	Produce an annual report that highlights PAL and Explorer successes and Community Policing principles.	185-188	Yes		IP	
12	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 investigations unit should continue their primary responsibility to address narcotics crimes.	191	Yes			C
13	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	Yes			C
14	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	Yes			C
15	Add measures to report on performance for Hwy Command to objectively evalutate performance i.e.number of contact per hour, injury accident reduction	197	Yes			C
16	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	Yes		IP	
17	Evaluate the effectiveness of staffing the Telephone Reporting Unit (911 Call Takers) with dedicated staff during certain hours of the day.	201	yes			C
18	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	Yes			C
Sub Totals			17	0	5	12
Recommendation			Agree			
Total			77	1	18	58