



POLICE OVERSIGHT ADVISORY WORKING GROUP RECOMMENDATIONS

Office of the Police Monitor | October 2018



OFFICE OF THE
POLICE MONITOR

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EXECUTIVE SUMMARY

On March 22, 2018, the City Council passed Resolution 20180322-047 directing the City Manager to develop evidence-based best practices regarding police oversight and report back to Council with any recommendations that would improve the effectiveness, transparency, and efficiency of our current system. In doing so, Council directed the City Manager to consult with various stakeholders including the Office of the Police Monitor, the Austin Police Department, law enforcement accountability offices, interested community organizations, and various City Boards and Commissions.

In response to the City Council resolution, the City Manager created the Police Oversight Advisory Working Group (Working Group). The purpose of the Working Group is to advise City of Austin executive management with recommendations to improve the effectiveness, transparency, and efficiency of Austin's current police oversight system. The Working Group was tasked with analyzing data, evaluating best practices, and drafting a proposal for consideration by the City Manager and City Council.

There were 15 members on the Working Group including representatives from key City departments, the City's Human Rights Commission, Public Safety Commission, the (former) Citizen Review Panel, the Austin Police Department, the Austin Police Association, the Austin Justice Coalition, the Greater Austin Crime Commission, ACLU, Grassroots Leadership, and various other community organizations. The Working Group analyzed the scope and practices of oversight agencies in San Jose, CA; Seattle, WA; Minneapolis, MN; New Orleans, LA; and Denver, CO. The findings assisted in the development of recommendations to improve the effectiveness, transparency, and efficiency of Austin's current oversight system.

The recommendations from the Working Group have taken into consideration the twelve core elements of effective civilian oversight as proposed by the National Association for Civilian Oversight of Law Enforcement (NACOLE). Each element is essential to improve public trust, deter police misconduct, and increase transparency.

The Working Group recommendations focused on five key areas of improvement for the City of Austin's police oversight system:

- **Independence**
- **Complaint Process**
- **Community Engagement and Outreach**
- **Transparency: Data Analysis and Reporting**
- **Community Panel / Advisory Board**

The diversity in lived experiences and perspectives of the Working Group has been an asset in developing suggestions and ideas to help improve the current oversight structure. Every member of the working group has provided ideas from their particular perspective. This document includes all the individual ideas that have been brought forward. The goal of the Working Group was not necessarily to reach consensus; but rather establish a dialogue among stakeholders to discuss challenges facing the Office of the Police Monitor in achieving its mission and potential solutions to them. Furthermore, the Working Group understands that legal review and analysis is necessary for all the ideas and recommendations that will be presented in this report but the hope is the spirit of the proposals are honored. The ideas may be modified to ensure that they are implemented in accordance with all applicable laws and the specific needs and capacity of the City.

POLICE OVERSIGHT ADVISORY WORKING GROUP

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Matt Simpson - American Civil Liberties Union

Quincy Dunlap - Austin Urban League

Alexis Gonzales - Former Citizen Review Panel

Eric Jones - Austin Urban League

Yvonne Massey Davis - Task Force on Institutional Racism and Systemic Inequities - Civil and Criminal Justice Committee

Amber Vazquez - Austin Criminal Defense Bar

Chas Moore - Austin Justice Coalition

Chris Harris - Grassroots Leadership

Cary Roberts - Greater Austin Crime Commission

Rebecca Webber - Public Safety Commission

Noel Landuyt - Public Safety Commission

Sylvia Flores - Labor Relations Office

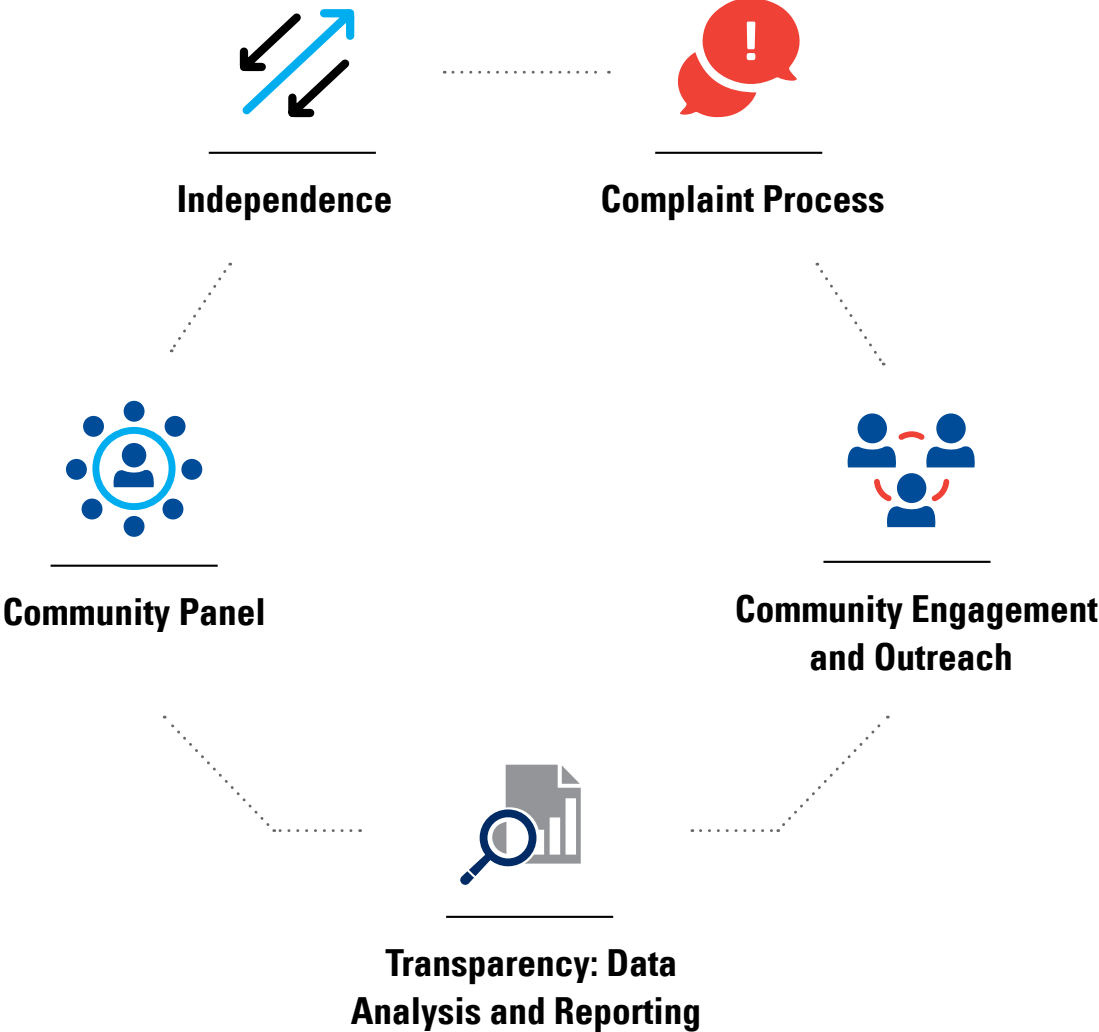
Chief Brian Manley - Austin Police Department

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Chris Perkins - Austin Police Association

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WORKING GROUP KEY PRIORITIES IN CIVILIAN POLICE OVERSIGHT



SUMMARY OF THE REPORT

The Police Oversight Advisory Working Group met to discuss the challenges and develop recommendations to improve the effectiveness and efficiency of the current police oversight system. The Working Group met for three months, between June and September 2018, to develop these recommendations.

The recommendations in this report are divided into three parts:

- Summary of Police Oversight Issues and Recommendations
- Five Key Priorities in Civilian Police Oversight and Recommendations
- Recommendations for Change to the Civilian Police Oversight Office

The first part of the recommendations contain a high level summary of some of the recurring challenges that were identified in the review of the current oversight structure. The second part of the report goes into further detail on recommendations around the five key priorities the Working Group identified: Independence, Complaint Process, Community Outreach and Engagement, Transparency – Data Analysis and Reporting, and the Community Panel. Lastly, the report concludes with recommendations for change and expansion of scope to the civilian police oversight office.

SUMMARY OF POLICE OVERSIGHT IDENTIFIED ISSUES AND RECOMMENDATIONS

	Identified Issues	Working Group Recommendations
INDEPENDENCE	Community members believe that OPM is a part of APD	Potential name change of OPM
	Other oversight agencies have a budget that fluctuates year to year or are inadequately funded	Establish adequate funding or one that is a fixed percentage of APD Budget
	Community members feel they are “paying” for oversight via the Meet & Confer contract	Establish civilian police oversight by ordinance/charter
	Community members express a desire to have the oversight process and agency reviewed on a regular schedule to assess its effectiveness and ability to accomplish its mission and goals	Review of oversight process and agency every 3-5 years by the City, community, and stakeholder groups
	Potential conflict of interest with City of Austin Law Department that represents both the Austin Police Department and the OPM	Ability and funding to obtain independent legal advice

	Identified Issues	Working Group Recommendations
COMPLAINT PROCESS	Community members have identified issues with going to one location to file complaints and restrictions in doing so (TX DL/ID etc.)	Ensure that intake forms are accessible, available, and accepted throughout the City of Austin
	The community would like an online form that is accessible in multiple languages to capture complaints/compliments immediately	Maintain an accessible online intake form for complaints, compliments, and concerns and ensure that community members can interact with police oversight no matter what language they speak
	The community would like to be trained in the complaint intake process in order to reach those impacted by barriers	Community members deputized to take complaints and OPM will develop relationships with community organizations who will be able to take complaints and forward to OPM
	Complainants are not kept informed about the progress and status of their complaints	Ensure that individuals who wish to be informed of the status and outcome of their complaints, compliments, or concerns may receive this information
	The complaint form is not online, requires the ability to print and fill it out by hand and also submit an affidavit	Accept all complaints, compliments, and concerns whether they are sworn or anonymous (without a signed affidavit) including creating an online complaint form

SUMMARY OF POLICE OVERSIGHT IDENTIFIED ISSUES AND RECOMMENDATIONS CONT'D

	Identified Issues	Working Group Recommendations
COMMUNITY OUTREACH	Lack of community relationships with OPM	Develop relationships with nonprofit and community organizations to address barriers to interacting with the oversight agency
	The legal community is not aware of OPM and its services	Provide training in the legal community regarding oversight and the intake process
	There is a lack of opportunity or venue for the community to provide feedback to OPM	Quarterly open invite to town hall meetings with the OPM and community, city council, APD, and city management in various community locations to gauge oversight effectiveness and improvement
	There is a significant lack of outreach via social media to the community	Establish social media presence - Twitter, Facebook, etc.

	Identified Issues	Working Group Recommendations
TRANSPARENCY	There is a lack of transparency in the work conducted by OPM	Report more regularly on complaints, investigation outcomes, use of force, racial profiling, monthly stats, complaints by sector/zip code/shift
	Community members do not know what OPM is doing about specific complaints or high-profile incidents, or where to get information about case status	Create an online data portal with: OPM recommendations, Disciplinary Review Hearing outcomes, publish info about complaints OPM receives (as permitted by law) & high profile incidents
	When no discipline is rendered, complainants and community members have no way of knowing why	Ensure that complainants receive a comprehensive close-out meeting, regardless of complaint outcome & that as much information about investigations as is legally possible is publicized
	Community members do not know what OPM is doing in regards to monitoring APD outside of complaints. The community would also like to be informed on what are nationwide best practices on oversight especially if they would benefit Austin	Apply data analysis to capture APD patterns, practices, and trends Apply data analysis to report to the community on OPM's efforts to institute preventive measures and recommended best practices
	Community members would like the oversight agency to provide data or reports that indicate how well APD is doing compared to other law enforcement agencies	Publish comparison data with APD and other law enforcement agencies
	Community members would like the oversight agency to provide data or reports that indicate how well OPM is doing	Report on internal operations of oversight office. Including outreach efforts, awareness of, handling of, and status of complaints

SUMMARY OF POLICE OVERSIGHT IDENTIFIED ISSUES AND RECOMMENDATIONS CONT'D

	Identified Issues	Working Group Recommendations
COMMUNITY PANEL	The Citizen’s Review Panel did not create substantive change within the APD, largely due to the effects of City procedures and police department practices	To be determined
	Information created by the Citizen Review Panel was not fully protected or retained because the City did not provide adequate resources and training to panelists	To be determined

Independence

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- include independence from IA
- not have IA ~~and~~ conduct investigations - OPM should do it
 - or concurrent investigations
 - w/ same powers & access as IA
- independence to conclude outcomes of investigations

Complaints

- important to include

Working Group Five Key Priorities

HOW WE DEFINE CIVILIAN POLICE OVERSIGHT:

Civilian police oversight entails individuals outside the sworn chain of command of a police department who take up the task of holding that department and its members accountable for their actions. Civilian police oversight is both an independent source and a repository of qualitative and quantitative data. It issues public reports on the number, type, and outcome of misconduct investigations; incidents involving the use of force; detentions and arrests. Oversight shall include on-scene monitoring of critical incidents, such as officer-involved shootings, or of mass social gatherings, including protests and demonstrations.

KEY PRIORITIES IN CIVILIAN POLICE OVERSIGHT FOR THE CITY OF AUSTIN:



INDEPENDENCE:

Independence from the Austin Police Department, political actors, and established by city charter or ordinance.



COMPLAINT PROCESS:

Ensure that the process of making a complaint, a compliment, or concern be easily accessible to the public.



COMMUNITY ENGAGEMENT AND OUTREACH:

Establish a collaborative relationship with APD, community members and organizations that encourage actions towards strengthening the level of trust between the community and APD.



TRANSPARENCY: DATA ANALYSIS AND REPORTING:

Share information with the public, with complainants, and with APD as permitted by law utilizing data-driven, user-centered, collaborative practices in all areas.



COMMUNITY PANEL/ADVISORY BOARD:

Involve community stakeholders in the process to allow the oversight agency to identify and address the key accountability issues that Austin is facing.



Independence

The following recommendations from the Working Group are in response to the Independence priority.

Several members of the Working Group have expressed a strong desire that the oversight agency operate independent of the City of Austin. The extent to which oversight is independent of police, political actors and other special interests have been argued to be strongly related to the effectiveness of oversight.

Enacting Legislation

- Change name of oversight agency
- Should be included at the highest level of the laws in the city or state
 - The office cannot be removed by those opposed to police oversight or for political gain
 - Create the oversight agency by a means that takes a vote of the public to remove
- Establish through ordinance/charter
- Structure the agency similar to the City Auditor's Office
- Oversight should be outlined and documented i.e. policy, contract, ordinance etc
- Establish the oversight agency as an independent voice for community members by eliciting input from the community via community survey or a similar tool
- Provide independent reporting to Austin City Council
- Document related procedures, policies, contract reference, law, and ordinance
- Change in reporting of oversight agency to allow for independence and public accountability

Adequate Funding

- The ability of the City of Austin to cut funding or completely eliminate funding should be limited
- Create funding for the oversight agency by a means that takes a vote by the public to remove
- Budget of oversight agency at a fixed percentage of Austin Police Department budget
- Provide funding that would allow for proper oversight

Legal Advice

- Ability to obtain independent legal advice
- Funding to obtain independent legal advice

Model of Oversight and Review

- Investigative and subpoena (limited scope of the type of complaints) authority (parallel IA)
- Review of processes at least every five years by city, community, and stakeholder groups
- Utilize the Auditor/Monitor Model of oversight



Complaint Process

The following recommendations from the Working Group are in response to the Complaint Process priority.

The Working Group has identified many barriers to the complaint process with the current structure. It recognizes that in order for civilian police oversight to be effective and a service to the community, the complaint process itself must be easily accessible. The complaint process must be easy, transparent, and informative to the complainant.

Accessibility

- Ensure that intake forms are accessible, available, and accepted throughout the City of Austin
 - Available and accessible in various languages
- Shall receive intake information from individuals regardless of immigration status, race, income, gender expression, age, or residency
- Maintain an accessible online intake form for complaints, compliments, and concerns
- Accept all complaints, compliments, and concerns whether they are sworn or anonymous (without a signed affidavit)
- Adapt - to the extent applicable - the process to ensure the individual making the complaint, compliment, or concern is comfortable and trusting of the process
- Community members deputized to take complaints
- Anonymous Complaints - written or verbal communication
 - Ability to complete complaints online including mobile application, 311, Austin Police Department, Office of the Police Monitor
- Complaints can be forwarded to Internal Affairs even if the complaint was not signed by the complainant
- Remove barriers by:
 - Conduct all in-person interactions at a convenient, comfortable, and accessible location
 - Arrange trusted translation services
 - Accommodate complainant requests (i.e. gender of the interviewer) to the extent possible

Communication with complainants

- Oversight agency serves as the primary contact with civilians
- Ensure that individuals who wish to be informed of the status and outcome of their complaints, compliments, or concerns receive information
- Set expectations and remain as transparent as possible regarding the complaint process and investigation outcomes

Community Participation

- Train community groups and non-profit organizations to take complaints
- Create an independent non-profit or other non-governmental entity to receive complaints



Community Engagement and Outreach

The following recommendations from the Working Group are in response to the Community Engagement and Outreach priority.

In order for civilian police oversight to be effective it must value and prioritize community engagement and outreach. The oversight agency must take the lead in educating the community about the office, its purpose, mission and goals. It is the agency's responsibility to consistently and continually engage the community at large on how to file a complaint of police misconduct with the oversight agency and the process. While engaging the community, the agency must also make efforts to help build trust between the community and APD. Community outreach activities provide oversight agencies the opportunity to:

- Publicize the different processes for handling complaints
- Reach out to disenfranchised members of the community who might be fearful or distrustful of the police
- Talk with the community about police policies, procedures, and training
- Gather input from a range of community members and groups

A successful oversight agency must include a robust outreach program. Several components of an effective outreach program include holding public outreach events, involving different community groups, engaging in a range of diverse outreach activities and making attempts to conduct outreach with difficult-to-reach or underserved populations.

Community Engagement

- Ensure people know about oversight agency
- Community engagement and outreach are priorities of the oversight agency
- Establish Advisory Board - maintaining the current Working Group as an advisory board
- Develop relationships with non-profit and community organizations to address barriers to interacting with the oversight agency
- Provide information and training to overcome communication barriers
- Solicit feedback on the civilian oversight agency processes, pattern finding, and policy recommendation activities
- Identify and act on proactive opportunities to build and improve trust between the police department and communities
 - i.e. I don't speak English cards, how to conduct yourself during a police stop and know your rights information
- Continue to engage with the community as reforms are implemented and assessed
- Follow the lead of academic reviews of civilian oversight and prioritize community involvement that mirrors best practices from civilian oversight entities from across the country

Community Outreach

- Train trusted community representatives to assist individuals with the complaint intake process
- Provide training specific to the legal community regarding oversight and the complaint intake process
- Focus outreach on segments of the Austin community that are unable or traditionally unwilling to approach the oversight agency
- Outreach should not only be on how to make a complaint but also how to submit a compliment or voice a concern
- Outreach should focus on educating the community on police oversight
- Quarterly open invite to town hall meetings with the OPM and community, City Council, APD, and city management in various community locations to gauge oversight effectiveness and improvement
- Increase educational outreach on the complaint process
- Increase educational outreach on the investigation process of complaints
- Educate about new powers/independence of oversight agency
- Establish a social media presence - Twitter, Facebook, etc.
- Engage with segments of the Austin community that are unable or unwilling to utilize the oversight agency by partnering with trusted community groups and service providers



Transparency: Data Analysis and Reporting

The following recommendations from the Working Group are in response to the Transparency: Data Analysis and Reporting priority.

The Working Group has identified a lack of transparency in the complaint, operational and procedural processes of OPM as a significant concern. Established and consistent transparency of legally permissible information is one key way to help build trust in the community and improve confidence in the system. More specifically, bi-annual reports are insufficient in being truly transparent.

Transparency

- Recommendations from a community panel to the Chief of Police are made public
- Require the Chief of Police to publicly respond in writing, at minimum, to recommendations from citizen review group
- Require the Police Monitor to write a recommendation to the Chief and require Chief respond in writing
- Publish information about complaints oversight agency receives via data portal
- Bi-Annual Reporting by oversight agency on the number of cases and any recommendations regarding policy, training, or any patterns/practices identified
- Recommendations should be addressed by department and all should be made public
- Publish anonymous summaries of investigations and outcomes
- Oversight agency memos and recommendations made public
- Regular reporting on complaint outcomes
- The release of body camera videos
- Make as much information about investigations public as possible
- Create information sharing policies that are consistent regardless of the leadership at Austin Police Department and the oversight agency office

Data Analysis

- Shall strategically produce data analysis and reports to inform and provide feedback to Austin Police Department, the community, and all other stakeholders
- Comparison data of Austin Police Department and other law enforcement agencies
- Look into the causation of police staffing in the neighborhoods
 - i.e. more law enforcement officers in East than West
- Additional funding for research/data analyst adding additional staff, utilizing organizational relationships
- Develop relationships with The Center for Policing Equity and Police Data Initiative for data analysis
- Apply data analysis to capture patterns, practices, and trends that can be discussed with Austin Police Department Internal Affairs Division and the Chief of Police Executive Staff
- Provide an inside look to the community through data analysis about the oversight agency's efforts to institute preventive measures and recommended best practices
- Use regular reports to not only inform the public about policing data but to also identify trends and recognize Austin Police Department organizational improvement over time

Transparency continued on next page



Reporting Features

- Publish information in reports to the extent allowed under state law
 - Publish redacted Internal Affairs case summaries
 - Standardized report of racial profiling
 - A separate report which discusses efforts and work of the oversight agency
 - Report on internal operations of the oversight agency
 - Report on outreach, awareness, and handling of complaints, investigations and discipline
 - Summary reports on policy, training, hiring changes made by Austin Police Department
- Elements in reports may include:
 - Reporting on complaints, compliments, and concern outcomes
 - Data visualization on use of force by zip code
 - Trend infographics with data around specific trends
 - Reports of all recommendations to the City Manager, community organizations, Public Safety Commission, and APD
 - A comparison report of Austin's oversight agency to other oversight agencies
 - A comparison report of APD to other law enforcement agencies
 - A standardized report of racial profiling
 - Recommend best practices to the APD and the community



Community Panel / Advisory Board



The Working Group supports community participation in civilian police oversight. There is general agreement in support of a community panel but additional discussion is needed to flesh out the scope, role and responsibilities of the panel/board.

Some general guiding principles of the community panel/board include:

- Diversity of membership representative of all the communities in Austin.
- This panel/board should have the authority and purview to
 - Make policy-level recommendations regarding discipline, training, community relations, the complaint process and address any other issues of concern to the community.
- Form policy and training recommendations regarding:
 - Review and identify patterns and practices of the Austin Police Department.
 - Review closed Internal Affairs cases where the findings were sustained and led to the discipline of one-day suspension or more.
 - Review the Travis County District Attorney's Office declination letters on criminal investigations of APD officers to form potential policy and training recommendations.



Recommendations for Changes to Civilian Police Oversight Office

MISSION & RESPONSIBILITIES

The mission of the City of Austin’s civilian police oversight office is to build and improve trust between the community and the Austin Police Department (APD) by providing fair and objective oversight of the APD. Its mission is directed at the transparency and accountability of Austin’s sworn law enforcement personnel and the policies which govern them. The oversight office shall advise the City Manager directly on the processes and outcomes of APD Internal Affairs investigations into officer misconduct allegations.

CULTURAL VALUES

Transparency: Wherever possible, will be open in sharing information with the public, complainants, and with APD.

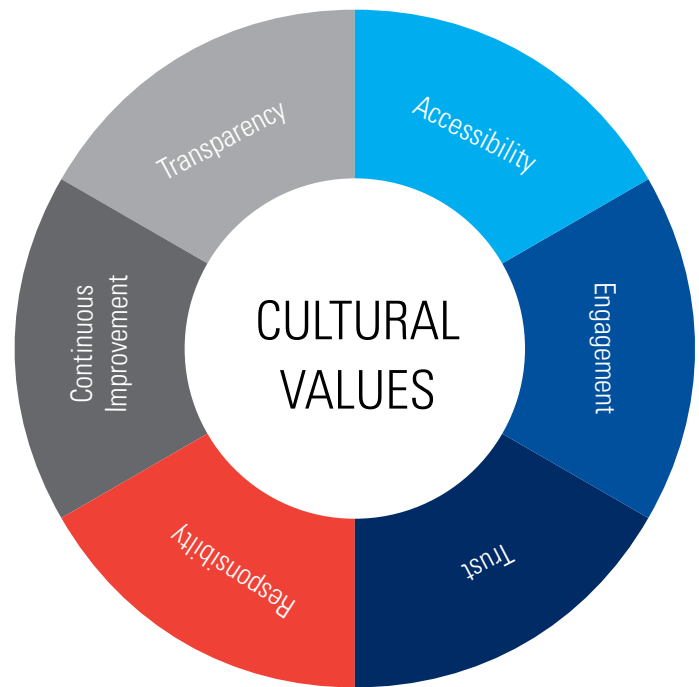
Accessibility: Will ensure that the process of making a complaint, submitting a compliment or voicing a concern be easily accessible to the public.

Engagement: Will have a collaborative and engaging relationship with APD, community members and community organizations.

Trust: Will take and encourage actions towards strengthening the level of trust between the community and APD.

Responsibility: Will be committed to data-driven, user-centered, collaborative practices in all areas of its mandate.

Continuous Improvement: Will work on complaint and compliment processing, analysis and pattern finding, and community interactions to recommend improvement of the APD and the relationship with the community.



The Police Oversight Advisory Working Group agrees that the City of Austin police oversight agency should incorporate the Five Common Goals of Civilian Oversight as defined by the National Association for Civilian Oversight of Law Enforcement.

THE FIVE COMMON GOALS OF CIVILIAN OVERSIGHT:



Improving Public Trust: Improve public confidence in the police and local government by demonstrating that internal investigations are fair and thorough and findings and discipline are reasonable and appropriate.



Ensuring Accessible Complaint Process: Ensure that the police complaint process is accessible to all and to remove impediments to the filing of lawful complaints.



Ensuring Thorough and Fair Investigations: Ensure that internal investigations are fair and thorough, findings are reasonable and evidence-based, and discipline is appropriate.



Maximizing Transparency: Enhance the transparency of police organizations by publicly reporting on the department's efforts in holding its officers accountable.



Deterring Police Misconduct: Deter officers from engaging in misconduct through the creation of more effective and consistent investigation and disciplinary processes.

CORE FUNCTIONS

To accomplish these goals, the Working Group recommends expanding the scope of the civilian police oversight agency to include the following core functions.

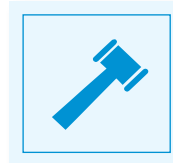
- Engage the community to aid in transparency and mutual trust
- Serve as an accessible and reliable resource for individuals to make complaints, provide compliments, and address concerns regarding APD
- Utilize community feedback to help advise APD on what practices they ought to start, stop, continue, or change
- Be transparent and establish in written administrative procedure all oversight agency actions
- Monitor and participate in investigations of sworn APD personnel
- Meet with the City Manager quarterly
- Meet with the City Manager as needed for policy recommendations or disagreements regarding discipline
- Make recommendations to APD on administrative actions, including possible discipline for sworn personnel
- Make recommendations to APD regarding broader policy issues addressing trends and best practices
- Produce and publish an annual oversight agency report to the City of Austin
- Ensure the public complaint process, including accepting anonymous complaints, compliments or general concerns is accessible, transparent, and responsive to the entire community
- Monitor and review APD critical incident investigations, specifically officer-involved shootings, in-custody deaths and uses of force resulting in serious bodily injury or death
- Monitor the APD internal affairs department to ensure assignment decisions and the investigation of external and internal complaints are conducted thoroughly, fairly, consistently and completely
- Monitor and make recommendations as needed on APD findings after investigations and the imposition of discipline after sustained findings are made
- Recommendations by the Police Monitor shall be made public
- Improve the timeliness of the entire complaint handling and disciplinary processes for APD
- Facilitate critical feedback loop on police policy between APD, community and organizations
- Educate the public through mechanisms that enhance police and community relations, educate law enforcement agencies, and encourage law enforcement to respond appropriately to the public
- Produce informational and data-driven reports containing but not limited to the following elements:
 - Critical analysis of APD policies to include outlining recommendations
 - Comparison data as available from other jurisdictions
 - Publish anonymous summaries of investigations and outcomes
 - Publish memos and recommendations from Police Monitor
 - Report on numbers of complaints handled, compliments received, and any other measurable outcome

EXPANDING THE SCOPE OF THE OVERSIGHT OFFICE

The Working Group recommends that the City of Austin implement an Auditor/Monitor model of civilian police oversight. This model of oversight reviews and examines police Internal Affairs investigations and law enforcement activity to make policy and training recommendations. It is one of the three civilian police oversight models defined by the National Association for Civilian Oversight of Law Enforcement (NACOLE). The other models of oversight include the Review Focused model and the Investigative model. Information on these models can be found in the appendix.

The current structure of the Office of the Police Monitor is an example of the Auditor/Monitor model. This model of oversight is focused on misconduct and involves a systematic examination of the police department's internal complaint process to ensure that misconduct investigations are conducted in a fair and thorough manner. A significant strength of this model is the ability to review all complaints and other sources of information concerning police activity in order to analyze trends and patterns of conduct. The Auditor/Monitor Model will also evaluate other police agency systems, such as the use of force review procedures, police training, and risk management programs. This evaluation will give the oversight office the ability to generate reports, make policy and training recommendations, and identify officers or specialized units with a problematic history in order to effect broader change in the Austin Police Department.

AUDITOR/ MONITOR MODEL



- Change in the name of the office
- Citizen oversight model that allows for more focus on systemic issues and focuses less on punitive response to individual officers' actions
- Standard Operating Procedures to be a public document
- Information provided to either the oversight agency or community panel (if applicable) must be considered confidential and should have consequence regarding the release of information that is not authorized for release
- Police Monitor has the discretion to initiate, accept, and/or deny complaints
- Police Monitor has the discretion in cases referred to the community panel
- Ability to question all investigation witnesses and subject officers directly
- Ability to reassess when the clock starts for the 180 days
- Expand the use of mediation programs between the complainant and the police officer
- Direct, unfettered access to Austin Police Department's:
 - DMAV, Body Worn Cameras, Versadex
 - Early Warning System
 - Internal Affairs Investigations
 - All records pertaining to an investigation as well as officer discipline history
 - Direct login access to police systems
 - Direct access to DMAV and body camera videos at the scene of officer-involved shootings
- Consistent collaboration with APD to include access to APD and Internal Affairs Staff
 - Quarterly operations and topical meetings with the Police Chief or Executive Staff
 - Daily contact with IAD Staff
 - Monthly meetings between executive staff and oversight agency staff
 - Quarterly meetings with Chief of Police and executive staff
 - APD, Oversight Agency, and Community Oversight Panel must form a positive relationship – one of trust, transparency and mutual respect

- Enhanced technology to improve data tracking, records management, case management or coordination of information between oversight agency and internal affairs
 - Databases like IA Pro are designed not only to track internal investigations, but can operate as an early warning system, capture Use of Force, pursuits etc. in a centralized database
- Oversight agency shall have the authority to have Closeout Meeting(s) with the complainant to explain the outcome of their complaint and the investigation
- Expand the purview of the oversight agency to allow meaningful input on training, policies, and practices of APD
 - Policy-making authority
 - Discipline override authority
 - Investigative authority
 - Hiring rules authority
 - Training curriculum authority
- Expand the authority of the OPM to review The Austin Police Department crime laboratories and the use of new technologies such as Automatic License Plate Readers that carry potentially serious civil liberty implications if misused

OVERSIGHT MONITORING PROCESS:

- Provide day to day monitoring of investigations
- Provide oversight agency recommendations in writing to APD at key points in the process, including complaint classification, and on the final determination if an allegation is founded, unfounded, exonerated or sustained
- Implement a mediation parallel path in addition to the traditional investigation to resolve complaints of police misconduct
- Shall ensure the transparency and coherency of its negotiation process with Internal Affairs
- Shall, as needed, inform the City Manager of any urgent or significant information that warrants attention
- Shall, as needed, submit in writing a request to have an independent investigation conducted on critical incidents
- Create information sharing policies that are consistent regardless of the leadership in APD or in the oversight agency
- The details of this cooperation should be memorialized in policy
- Establish a protocol for a closeout meeting with the complainant regarding the final outcome of an investigation
- Make recommendations in writing on the outcome of an investigation to the Chief of Police
 - When a disagreement arises between Police Monitor and Chief of Police, the Police Monitor shall notify the City Manager in writing



FORMALIZATION OF PROCESSES:

- How disagreements on case classification, recommendation on outcomes, and discipline are handled
 - Make recommendation on an outcome to APD Chief in writing, APD Chief makes the decision on discipline
 - If there is a disagreement, the matter will be brought to the City Manager
 - The final decision by City Manager or designee shall be made public
- Notify the City Manager in writing when disagreements between the Police Monitor and Chief of Police arise on discipline outcomes, investigation process, and/or policy
- While monitoring an investigation, if the oversight agency identifies issues with the investigation - how it will be handled
 - Chain of Command: IA Commander, Assistant Chief, Chief of Staff, Chief, Assistant City Manager, City Manager
 - Depending on the seriousness of concern - direct communication with Chief
- Establish clear processes between the oversight agency and APD
 - Pre-meeting for review of questions
 - Case Update Meetings
 - Officer-involved shootings briefing provided to oversight staff within 24 hours of Special Investigation Unit/ District Attorney briefing
 - Establish uniformity on how information is added to the Internal Case Management System used by both oversight agency and Internal Affairs
 - Consistency in how data is collected
 - Consistency in how data is entered

POLICY ANALYSIS AND RECOMMENDATIONS

- Make recommendations on APD administrative policies
- Make recommendations on APD training curriculum
- Review Travis County District Attorney's Office declination letters on criminal investigations of APD officers for policy recommendations



Conclusion

CONCLUSION

The diversity in lived experiences and perspectives of the Working Group has been an asset in developing suggestions and ideas to help improve the current police oversight structure. Every member of the Working Group provided ideas from their particular perspective. This report embraces the individual ideas by members of the Working Group, who represent the community in which they live and work. The goal of the Working Group was not necessarily to reach consensus but rather, to establish a dialogue among stakeholders to address challenges facing the Office of the Police Monitor in achieving its mission and potential solutions. The Working Group understands that legal review and analysis are necessary for all the ideas and recommendations that have been presented in this report. It is with hope that the spirit of the proposals are honored.

As the process of reevaluating the current police oversight structure unfolds, the five key priorities are imperative to its success. Specifically, independence in its enabling authority and funding, establishing and maintaining an accessible complaint process that prioritizes the complainant, consistent and continuous community engagement and outreach, ongoing analysis and reporting to enhance the transparency of the office and finally, a community panel/board that assists in the accountability of the Austin Police Department.

The Office of the Police Monitor has not been evaluated by the community in many years. The City Council resolution passed on March 22, 2018 presented an opportunity to improve the relationship between the Austin Police Department and members of the community by coming together to help address the challenges in the current police oversight structure. This report is reflective of that opportunity.



Appendix

Informational text on a document, including a URL: www.cityofdenver.gov

COMMUNITY FEEDBACK



COMMUNITY FORUMS ON POLICE OVERSIGHT

September 19, 2018 Our Lady of Guadalupe Church



Complaint Process

- Anonymous complaints wouldn't have same veracity unless accompanied by video

Community Engagement

- The key is working together
- * Developing relations w/ community / non-profits is important

Data Analysis

- Officers want raw data to be released too to avoid misinterpretation
- * Questions about whether can ever be released neutrally

* How is there independent oversight by the Police Monitor - IAD investigations

* Has the WR looked @ Erin Ford's NY program? (de-escalation / response)

* Has the WR looked @ re:is around MLL crisis?

How is the ML considering community members involvement?

* Have you considered releasing all info related to discipline? *

* Can data analysis include mapping features (charge, area) *

↳ should include datalinks from APD dispatch? (311, 911)

* Can we get more data on sector & officer?

* Would it be possible to create data print or quality reports → PD
M/Rs follow up

last part: remove "allow" replace with require?

* Can we require the comm mtgs to be held in public?

Police mtgs should be held in public
- disciplinary actions
- quality control by data to ensure actual oversight (groups in background)

Independence

- Independence is crucial for fairness & justice
- Independence brings credibility

Complaint Process

- Officers concerned about anonymity of complaints
- * Oversight agency should have record of complaints ✓
- Officer would want ability for follow up questions of complaint
- * Concern about chilling effect on complaints is not anonymous

Miscellaneous

- * Mediation as an option

Can't if that's what community wants

Data Analysis

- * Raw data ~~could~~ would be hard to release fully - especially when pulling in other cities in addition
- * Officers want "false" complaints instead to of "unfounded"
- = Current determinations of complaints
- * doesn't tell enough of the story (for police & citizens)

Community Panel

- * Subpoena power is needed
 - Civilians should be under oath too
 - Affidavit isn't "under oath"
- 7 person from each ~~sector~~ district on the panel
- * panel

COMMUNITY FORUMS ON POLICE OVERSIGHT

September 22, 2018 Gus Garcia Recreation Center



COMMUNITY FORUMS ON POLICE OVERSIGHT

September 25, 2018 Greater Mount Zion Church



You should have CRP with or without contract -
 An someone create meeting to review complaints & make recommendations.
 (board vs. on person)
 "to identify justice being served in system" - disprop?
 "people directly involved, OPM, PD, schools could do data as well"
 Now contract gone, what can we do of being able to 100% reports needed on regular basis for review & follow up
 Publish recs regularly w/ follow up on past recs
 (for WA, for CRP, for OPM)
 Complaints s/o analysis of recs & follow up
 "who can it? what is why do we it?"
 Should look @ qualitative & quantitative data
 - stories @ form that s/o heard & responded

★ How does a community member find out what happened?

★ Can we set up stations for complaints in vulnerable areas/people
 - kiosks
 - engage non-profits

LIMIT > COMM ENGAGEMENT
 ★ POLICE PRESENCE AT COMM MTGS
 I.D. PURPOSE
 CORRECT ENGAGEMENT
 APD TEAMS

★ How can the data help better train police?
 What happens after you make a complaint?
 - follow up?
 - result?

What are specific legal recs?
 - subpoena? - police records to investigate?
 Can OPM gather info. & interview?
 - gather than PD
 Police officers words should not be seized
 How can people feel that oversight can affect change?
 remain indep? ★ critical to be indep.
 Can we stop negotiating for oversight in contract?
 All comm. groups part of "special interest groups?"
 How to ensure indep. from APA?

Recs. Auditing
 Community Engagement
 Transparency to the community of the complaint
 THE COMPLAINT SHOULD BE HANDLED BY THE INDEPENDENT BODY, NOT APD
 Community Engagement
 Disproportionate
 Disproportionate
 Disproportionate

★ How does this interact w/ police contract
 How would you define independence?
 ★ How do we create independence that can be fair & just
 What are the different ways to provide information?
 - phone app
 - mail in
 - anonymous

Disparities w/ POC - needs analysis
 Eliminating discretionary arrests with additional ordinances
 De-escalation - more application/training
 Determine power of Oversight
 - who do they have access to?
 - how is charge implemented?
 - connection to chief
 Define power
 - how far does the power go?
 - state? federal gov.?
 Public hearings
 Have community input the better

> INDEPENDENCE
 CONFLICTS OF INTEREST / LEGAL ADVICE
 INDEP FIRM
 OPM STAFF
 ★ ETHICS OFFICER REPORTS TO CM/COUNCIL
 ★ HOW DO WE ENSURE INDEP? CLEAR MECHANISMS ORG
 RECOMMENDATIONS IMPLEMENTED
 WRITTEN RESPONSE
 ★ NAME / OPM & ACCOUNTABILITY
 ★ CLEAR BOUNDARIES / APD & OPM

Independence
 - Concern about having independence
 ★ from "special interest groups" means independence from community groups
 - also "political actors" is concerning
 limitation on community involvement
 - could specify "elected officials"
 stress independence from APD
 - skepticism about former officers
 - being involved in oversight
 building trust means trusting community member involvement
 in oversight - trust goes both ways
 - communication w/ police is important for oversight bodies

Who analyzes the data currently?
 Pattern analysis - internal & external
 - racial equity - med training
 Independent data analysis
 Adequate staffing & funding
 - contract
 Review Recs Recruitment
 - mental professionals
 - training for current employees
 - representation of community
 - training to all call center experts in mental health - provide racial bias training
 Review peer only

> COMPLAINT PROCESS
 ★ COMPLAINTS / ANONYMOUS & ONLINE
 MULTI-LANGUAGE
 CONCERNS ABOUT INFO COLLECTED
 ★ TRACKING
 3-1-1 SOLUTION
 ★ OVERCOME DISTRUST/FEAR
 OUTCOME / FOLLOW UP / RESOLUTION

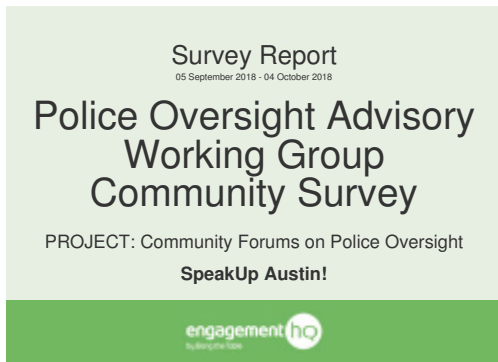
Community Engagement
 - Be more visible in the community
 - coordinate outreach events including police & community
 - launch a PR campaign, not just social media - utilize more forms of media - real contact w/ people that need it
 - work to build relationships in all communities
 ★ have OPM meet community members

SPEAK UP AUSTIN ONLINE SURVEY RESULTS

As part of the Working Group’s community outreach, an online survey was created to gain feedback via the City of Austin’s Speak Up webpage.

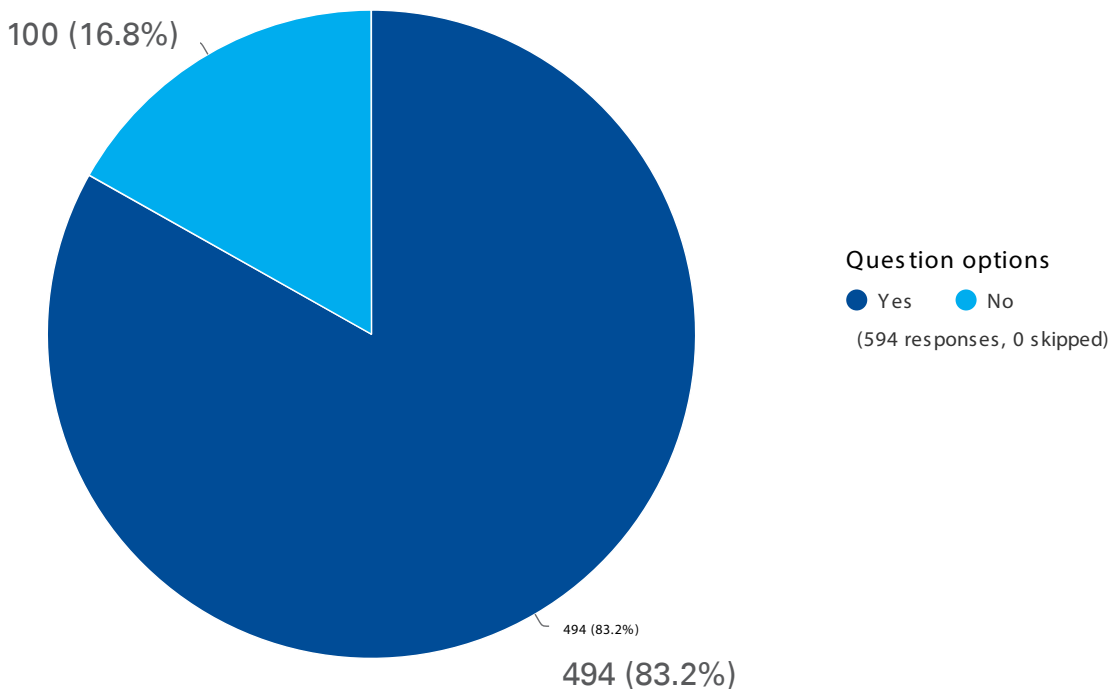
Nearly 600 surveys of six questions were completed before the close date of September 30, 2018. As demonstrated within the Working Group, a wide range of opinions and priorities emerged from the survey research. Below are the condensed results; the full report and data can be found online at:

speakupaustin.org/police-oversight

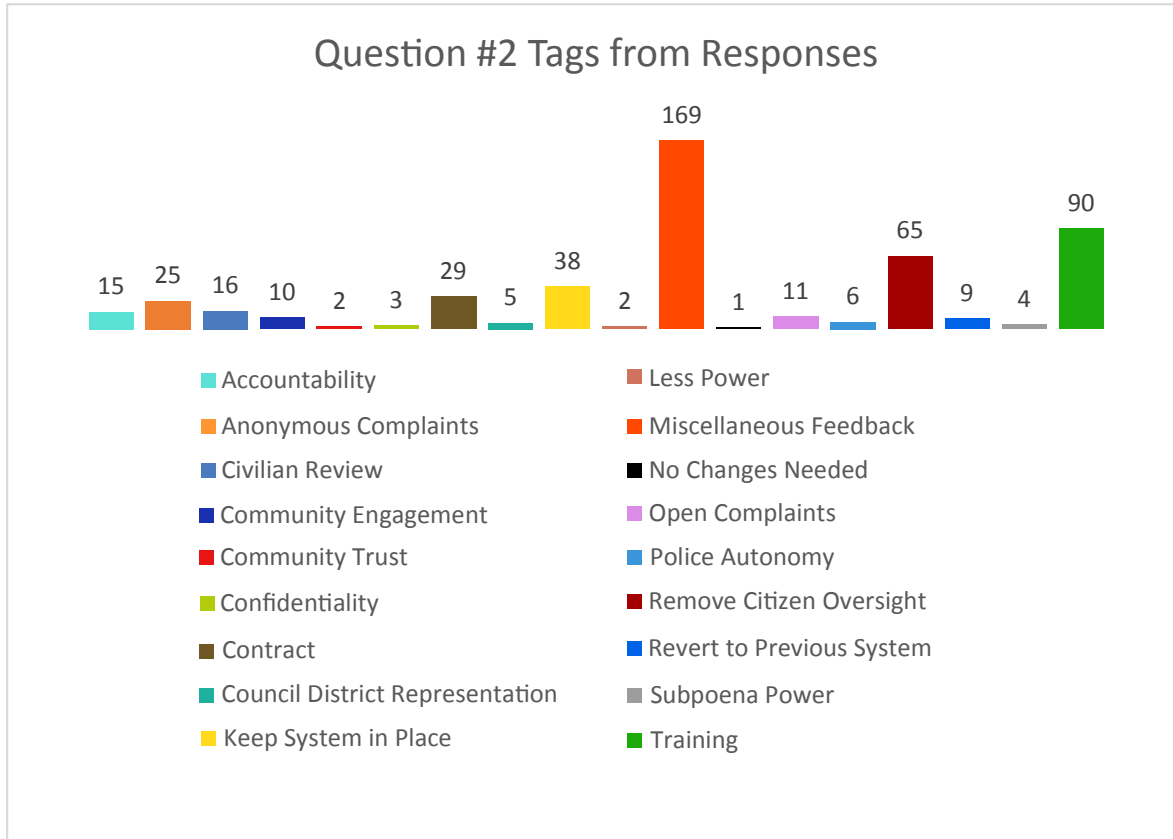


Police Oversight Advisory Working Group Community Survey : Survey Report for 05 September 2018 to 04 October 2018

Q1 | Do you know how to file a complaint of police misconduct?

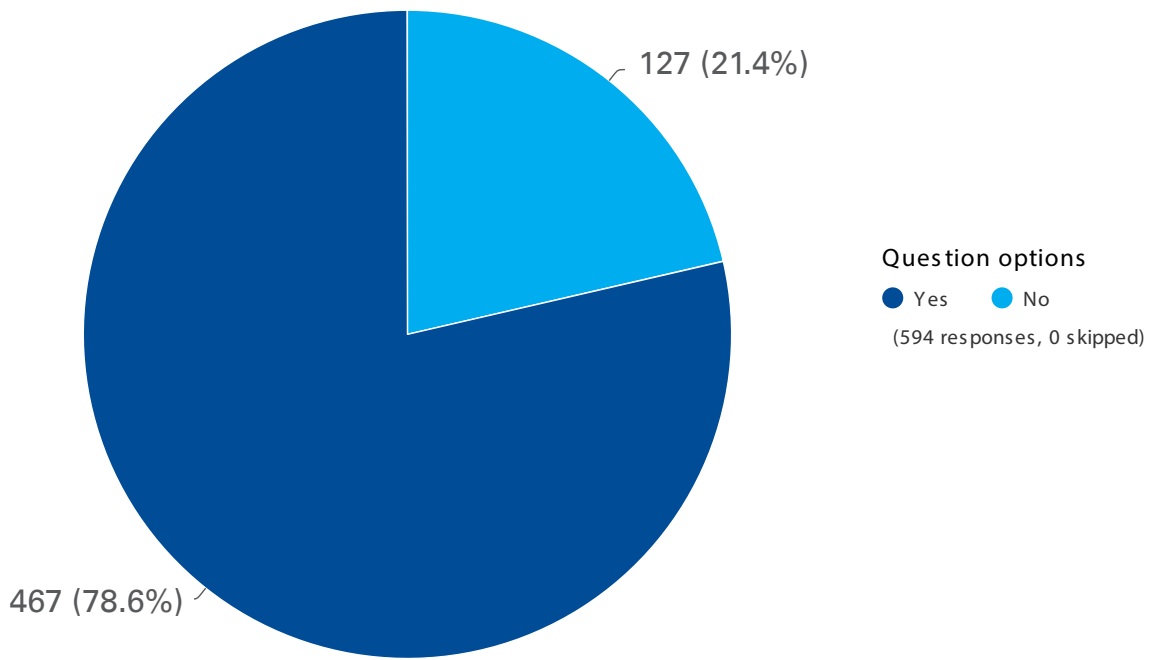


Q2 What would improve civilian police oversight in Austin?



Question #2 Tags from Responses	Frequency
Accountability	15
Anonymous Complaints	25
Civilian Review	16
Community Engagement	10
Community Trust	2
Confidentiality	3
Contract	29
Council District Representation	5
Keep System in Place	38
Less Power	2
Miscellaneous Feedback	169
No Changes Needed	1
Open Complaints	11
Police Autonomy	6
Remove Citizen Oversight	65
Revert to Previous System	9
Subpoena Power	4
Training	90

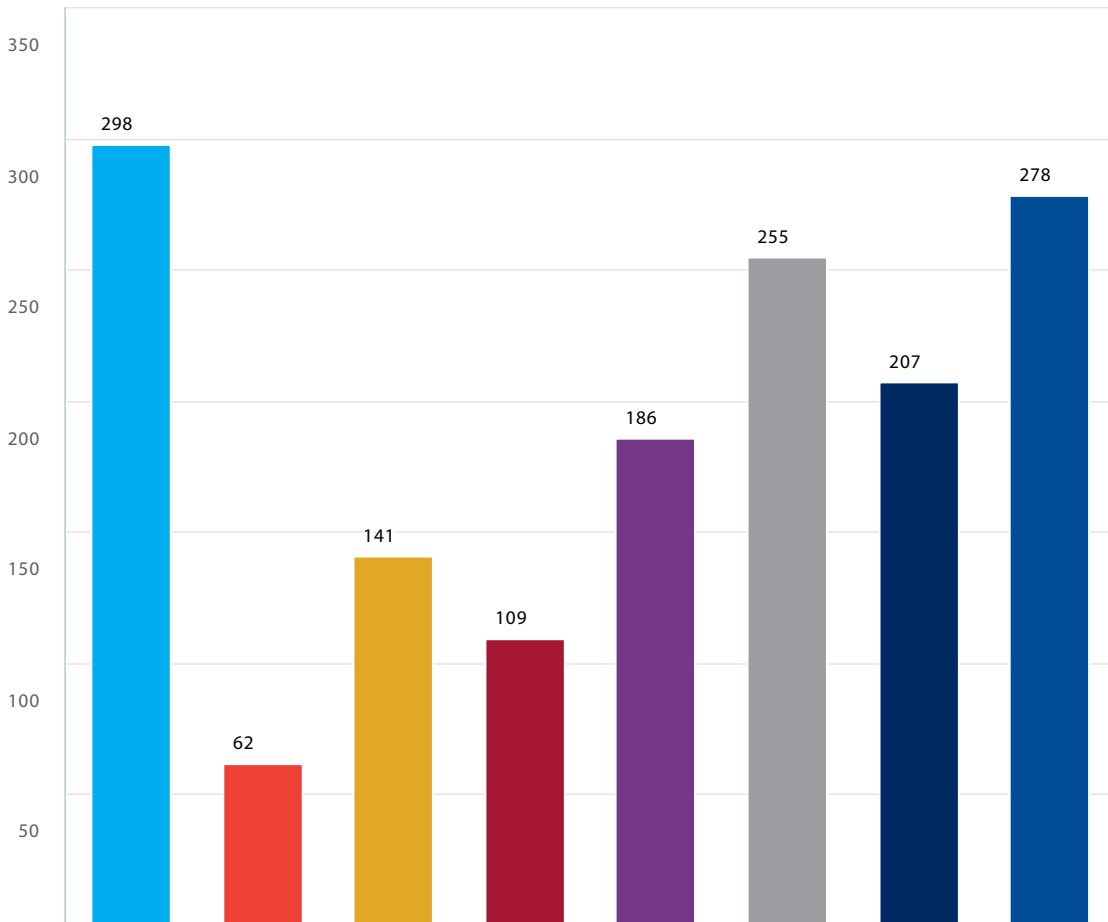
Q3 Do you think the Office of the Police Monitor name should change?



Q4 What do you suggest the new name should be?

Please see full report in the Document Library at:
speakupaustin.org/police-oversight

Q5 Select your top three priorities for a civilian police oversight office:

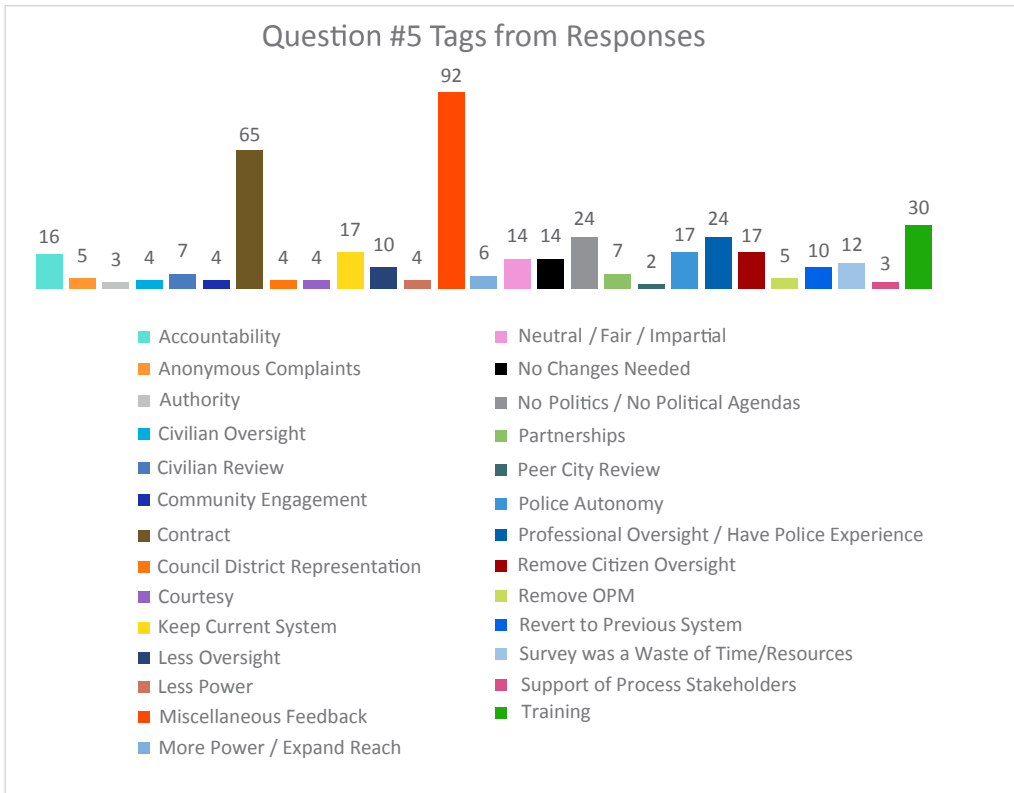


Question options

- INDEPENDENCE | Must be independent of police, political actors, special interests, and legal protection.
- UNFETTERED ACCESS TO RECORDS | Must provide access to all police databases.
- ACCESS TO LAW ENFORCEMENT EXECUTIVES AND INTERNAL AFFAIRS STAFF | Must have regular access to police executives, who must be open and willing to consider and implement recommendations from the oversight agency.
- SUPPORT OF PROCESS STAKEHOLDERS | Must have the support of government officials and elected office holders.
- ADEQUATE RESOURCES | Must have appropriate budget and staffing resources for financial, technology advancements, and personnel resources,
- TRANSPARENCY | Reports and audits must be published to the public, or made available upon request.
- USE OF STATISTICAL PATTERN ANALYSIS | Analysis and reporting on patterns in complaint handling, officer involved shootings, in custody deaths, and police data on stops, searches and arrests
- COMMUNITY OUTREACH | Outreach to all members of the community, including those who are disenfranchised, fearful or distrustful of police; inform on police policies, procedures or training; and gather input from a range of community members and groups.

(594 responses, 0 skipped)

Q6 Please leave any additional feedback and input on what you would like to see with the City of Austin’s civilian police oversight office system.



Question #5 Tags from Responses	Frequency
Accountability	16
Anonymous Complaints	5
Authority	3
Civilian Oversight	4
Civilian Review	7
Community Engagement	4
Contract	65
Council District Representation	4
Courtesy	4
Keep Current System	17
Less Oversight	10
Less Power	4
Miscellaneous Feedback	92
More Power / Expand Reach	6
Neutral / Fair / Impartial	14
No Changes Needed	14
No Politics / No Political Agendas	24
Partnerships	7
Peer City Review	2
Police Autonomy	17
Professional Oversight / Have Police Experience	24
Remove Citizen Oversight	17
Remove OPM	5
Revert to Previous System	10
Survey was a Waste of Time/Resources	12
Support of Process Stakeholders	3
Training	30

CONTEMPORARY MODELS OF CIVILIAN OVERSIGHT

There are over 150 civilian oversight agencies across the United States. Most oversight agencies in the U.S. today are multifaceted, in that they incorporate a combination of functions and can include a community board or commission, investigation of police misconduct complaints, monitoring/auditing of a police department's internal investigations, or review of broader policy and training systems.

Civilian oversight agencies generally fall into one of three models - Auditor/Monitor Model, Investigative Model, and Review Focused Model. The Auditor/Monitor oversight agencies review and examine police internal investigations and activities within the police department to make recommendations around policy and training. In Investigative Models, civilians conduct independent investigations of police misconduct which may replace, parallel or duplicate the internal affairs investigations. Finally, the Review Focused Model consists of volunteer review boards or commissions which are primarily designed to provide community input on internal affairs investigations.



AUDITOR/MONITOR MODEL:

The Auditor Model calls for a review of the completeness and thoroughness of IA investigations while the Monitor Model calls for a monitoring of the entire internal investigations from beginning to end. In both models, incidents are reviewed for broad patterns in investigations, findings, and discipline.



INVESTIGATIVE MODEL:

The Investigative Model generally involves a civilian led agency that investigates complaints of police misconduct.



REVIEW FOCUSED MODEL:

In the Review Focused Model, a civilian board or panel examines the quality of internal affairs investigations.

The models vary in organizational structure and authority. Hybrid models have become common and agencies are combining organizational structures and authority models to fit their environment.

Addressing the Barriers to the Complaint Process:

Historically, two-thirds of complaints investigated by Internal Affairs and monitored by the Office of the Police Monitor were internal complaints. Internal complaints are complaints that originated from within the Austin Police Department. The difference between internal complaints and external complaints (those arising from the community) is quite significant. It raised several red flags for the Police Monitor. It was apparent there are barriers to the complaint process but it was not clear exactly what those barriers were or how to fix them. The Police Monitor enlisted the assistance of the City of Austin's Office of Design and Delivery and Paper Census project partner Austin Tech Alliance, to conduct research on the barriers of the complaint process.

The challenge to the research team was: How might we help the Office of the Police Monitor complaint process be more accessible and responsive to public needs?

In just two months, the research team created a user research plan, conducted interviews with many stakeholders, synthesized the research, identified key themes and barriers, and recommended solutions to the identified barriers. The research team's report is thoughtful and thorough and will be extremely helpful to the Office of the Police Monitor as it seeks to address and remove the barriers to filing a complaint, the process, and building of trust between the community and the OPM.

Police Monitor Final Report

What we learned about the complaint process.

Office of Design and Delivery
Communications and Technology Management
1st October, 2018

Table of Contents

1. Introduction
2. Centering around the user
3. Project background
4. What we learned
5. Recommendations by stage and theme
6. Next steps
7. Appendices
 - a. Links
 - b. Other findings
 - c. Other ideas

Introduction

From fixing potholes to issuing building permits to providing free health clinics, the City of Austin provides residents, businesses, and visitors with a variety of services.

As a government agency, it's important that we provide the public with service experiences that are accessible, reliable, easy, and delightful.

The Office of Design and Delivery partners with different City departments and offices to understand their current challenges and find solutions to make work easier and more efficient for staff and improve their delivery of services to residents.

Our office, in collaboration with the Austin Tech Alliance, partnered with the Office of the Police Monitor to understand the current pain points and obstacles residents face when submitting complaints about their experience with the Austin Police Department.



Centering around the user

Before digging into this project report, we want you to center your thinking around the user and empathize with them. Below is just one of the resident experiences that was shared with us during our research.

The resident was trying to visit the Office of the Police Monitor's office building at 1520 Rutherford Lane to submit a complaint:

Users at the Center



<p>“The elevator wasn’t working, and I can’t take the stairs since I’m disabled.”</p>		<p>“I didn’t get a timeline, or updates on the case. They just said to wait, and they would call back.”</p>	<p>“I thought the Office of Police Monitor would do something to hold the officer accountable.”</p>
<p>“I didn’t understand 70% of what the woman told me.”</p>	<p>“I signed something eventually, but I don’t know what it was since it was in English.”</p>	<p>“Once I entered, no one knew where the Police Monitor office was. I’m a permanent resident, so I don’t have a Texas ID and they wouldn’t let me in.”</p>	
<p>“I waited for hours until APD gave me a meeting with IA and gave me a paper with contact info.”</p>	<p>“I didn’t know how to find the building, and once I got there the handicapped spots were taken by cars without hangtags.”</p>		

Project Background

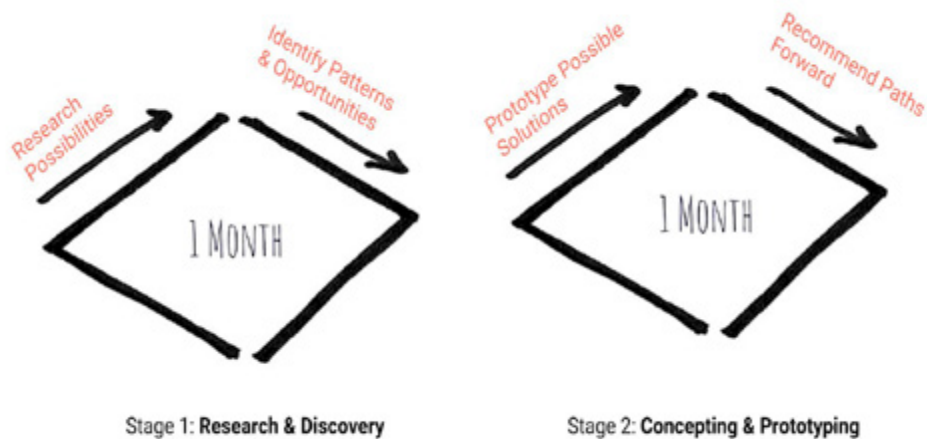
Our challenge

How might we help the Office of the Police Monitor make the complaint process more accessible and responsive to public needs?

Project goals

1. Understand how complaint intake, processing, and follow up works including any pain points, opportunities, and/or gaps in these processes
2. Identify opportunities to address pain points and gaps and test ideas to help the Office of the Police Monitor deliver a more accessible and responsive service

Our process

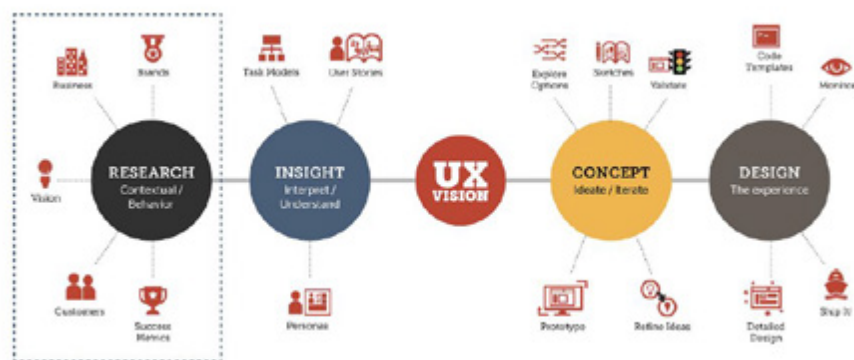


Research and Discovery: Design Principles

We default to users as our source of truth. Designing for users means learning everything we can about them — needs and goals — and iteratively testing our work throughout the design process. If a resident says they don't know, they're busy, or they're scared, we believe them, and we design solutions according to those feelings.

More specifically, User experience is about usability and functionality. Usability is the ability to do something intuitively and easily. Functionality refers to the quality of a function (of a product or a service) working as intended.

Every step in the process must focus on the users — balancing the needs of the city and technology with the needs of people. The product should be intuitive to the users so they know what they can do and what they should do next. The focus is always on maximizing usability to help users reach their goal.



The UX process is an iterative cycle and consists of the following stages:

1. **Discovery and Research:** Identify user needs and find inspiration for our design.
2. **Synthesizing Research and Design Strategy:** Explore our research to find trends and meaning in our data and develop a clear understanding of our target users.
3. **Placement and Layout Design:** Sketch solutions based on our user research and discuss their strengths and weaknesses.
4. **Execution:** Make a decision about our design and bring it to life as an interactive prototype.
5. **Usability Testing:** Explore the functionality and ease of use of our prototype.

Research Activities



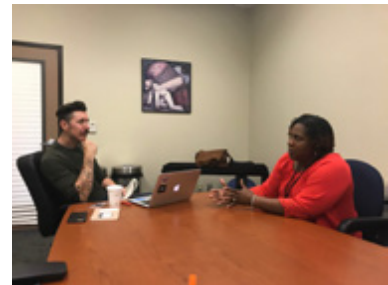
Police Monitor staff	👤👤👤👤👤
Internal Affairs staff	👤
Police Department leadership	👤👤
Equity Office staff	👤
Members of the public	👤👤👤
Former Community Review Panel	👤👤
Council members/liaisons	👤👤
Community advocates	👤👤👤



Research and Discovery: Interview Activities

User interviews are crucial technique of the discovery & research phase of the user-centered design process. They help us gain a deeper understanding into people's behaviors and why they do what they do. This helps identify users' pain points or struggles to answer your problem statement.

During this project, Interviews were conducted in person and on location at the OPM office, resident homes, grassroots community centers, as well as city hall and police stations.



Throughout the interview we explored how users currently navigate through the system providing an idea of what they consider important, pain points, how they problem solve, and how they feel when interacting with the service. The interview helped us dig deeper into the user reasoning behind their choices and behaviors during review of observations.

Research and Discovery: Shadowing Activities

Shadowing is a useful behavioral observation of a user in their natural environment that provides ideas for further user research. We conducted various scenarios and observed a resident filing a complaint, at the OPM office. Shadowing then lets us understand existing behaviors, pain points in the process etc, so that we can adapt our designs to those behaviors. This also assists with identifying other issues like messaging or physical/environmental obstacles (file the complaint at a police facility, ID Required to enter, lack of parking).



Research and Discovery: Identifying Patterns and Opportunities



After we have collected data, it's important that we periodically regroup to analyse it. In this case, we used tools to make sense of the data we collected. One is a journey map or service blueprint. These trace the experience of a user as they interact with a service or tool across time and touchpoints.

Along with these, we generated user archetypes, or personas, findings, and insights that hone in on the gaps, pain points, and opportunities for departments as they use information to deliver the service. These insights and findings will later frame our ideation around solutions to address these gaps, pain points, and opportunities.



Persona

Jamie: Under-User



"How do I know that making a complaint won't get back to the cops? You have police in your name, you're not on my side, and you're asking for my address. Now that cop will know where I live."

"I was sexually harassed by this guy, but I know better than to think they're going to believe me. Austin Police Department looks out for their own. Complaining is a waste of time and dangerous."

End Goals

- Forget about the incident and move on

Experience Goals

- Feel safe from fear of retaliation
- Be insulated from any interactions with Austin Police Department
- Not spend much time on the process, not have to relive the experience
- Feel as though what she's saying is being taken seriously, and will lead to serious changes

Expectations

- Austin Police Department looks out for their own, so nothing will happen to the officer
- Complaint specialists and Office of police Monitor are an extension of Austin Police Department
- Police have always treated my community badly, why would they stop now? Nothing will change.
- The officer in question will know who she is, and target her since he's regularly in her community

Needs

- To feel safe from retaliation
- To not have to dwell on incident
- To feel that the police are accountable to every member of the public, including her community
- Not interact with APD.I

Persona

Mindy: Super-User



"The complaint process is inefficient, long, and pretty unsatisfying, but I have no other way of reporting what happened to me."

"This officer was rude to me, that's unacceptable. He's a public servant and I shouldn't have to deal with that."

End Goals

- See her complaint followed up on
- Get the officer in question off the streets
- Make sure this behavior is never repeated

Experience Goals

- Receive personal attention and advice from complaint specialists
- Feel heard and validated in her experience by everyone in the process
- Feel satisfied about the outcome of the case that met her expectations

Expectations

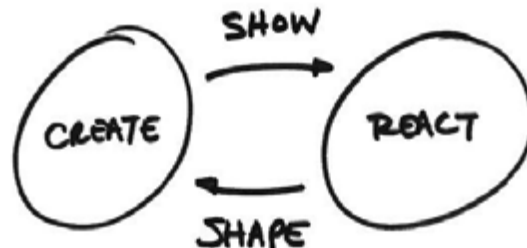
- Officer will be fired for treating her badly
- Complaint specialists are there to give her personal advice, support, updates
- It's an officer's job to be polite, make her feel comfortable and safe no matter what situation

Needs

- To easily submit complaints
- To be kept updated on the status and content of her complaint
- To feel validated that her concern is legitimate
- For the outcome to meet her expectations

Concepting and Prototyping: An Iterative Approach

Once, through user research, we identified our user needs, and have generated ideas to meet those needs, we developed a prototype.



Then you test the prototype to see whether it meets the user's needs in the best possible way. We then take what we learned from testing and amend the design and repeat.

Concepting and Prototyping: Prototypes - Digital & Analog

Prototypes are low-investment, low-effort ways to test assumptions and ideas. The most basic definition of prototype is, "A simulation or sample version of a final product, which is used for testing prior to launch." The goal of a prototype is to test products (and product ideas) before sinking lots of time and money into the final product. Prototyping is essential for resolving usability issues before launch. It can also reveal areas that need improvement.



Our prototype was an online version of the [complaint form](#).

Once we can put a draft of the complaint form into in the hands of real users, we will finally see how they use the form to meet their needs. We can then go back and adjust our initial guesswork, to better meet the users needs.



What we Learned

Theme #1

There are **barriers to accessing** the complaint process, from fear of retribution to logistical hurdles, that disproportionately affect the most vulnerable communities.

“We had a few stores in the South Asian community that were robbed, and let alone complaining, they won’t even report the crime to the police out of fear that they might get deported or victimized by the police.”

- Community Advocate

“I like phone/computer for communication. It would be easier if Office of Police Monitor was like facebook”

- Vulnerable member of the public

“Folks that have had a really bad experience. There’s a fear of retribution. To ask for your address at the top is wiping out a lot of complaints right off the top. Having the address on there is like ‘ok so now the cops know where I live.”

- Member of the Public

Theme #2

There's a **lack of transparency** between complainants/public and Office of Police Monitor/Internal Affairs that makes it difficult to demonstrate value, progress, and accountability. This effectively reduces trust between the Police Department and the community.

"You can't be sure they took down what you said. There should be follow up instead of just archiving the issue."

- Vulnerable member of the public

"Average complainant will never know if their complaint was resolved through training or de-escalation, so makes it hard for Office of Police Monitor to provide closure"

- Office of Police Monitor Staff

"We worked for months behind the scenes elevating issues around de-escalation that we were seeing, but we found out pretty much along with the public that a new policy had been advocated for and won without our input."

- Office of Police Monitor Staff

"We worked for a while to get that de-escalation policy in the manual. But really we have no idea how or if it's being enforced. It would be great to have data on that so we can track the efficacy of advocating for policy."

- Community Advocate

Theme #3

There's a preference for mitigating informally, and therefore a **lack of institutionalization** of processes that makes it difficult for Office of Police Monitor to do its work sustainably.

"Another thing that was always difficult was the number of times IA would get a complaint and classify it as something that was not a policy violation even if we felt it was. Showed that Office of Police Monitor had no teeth. When complaints don't go anywhere you stop getting really good complaints."

- Office of Police Monitor Staff

"It usually doesn't come to a disagreement in ICMS because the teams will mitigate it amongst themselves. They're right down the hall from each other and it facilitates those conversations."

- Internal Affairs Staff

"Officers almost never consent to being asked a question directly by Office of Police Monitor... But they can pull the sergeant aside or give them their questions in advance and we pretty much always ask them."

- Internal Affairs Staff

Recommendations by stage and theme

On March 22, 2018, the City Council passed a resolution (20180322-047) directing the City Manager to develop evidence-based best practices regarding police oversight. The resolution stated that the report should contain recommendations that would improve the effectiveness, transparency, and efficiency of our current system. In response to this resolution, City management has conducted [extensive research](#) on various models of police oversight across the country. The research has helped to inform the strengths and weaknesses of the various oversight models and advised of **12 core elements** for an effective police oversight system.

After reviewing our findings and insights, we made sure each recommendation fell under one of these **12 core element** categories. The outcome is our recommendations address the research insights, using opportunities that correlate with core elements proven to work.

CORE ELEMENTS OF SUCCESSFUL OVERSIGHT⁷

1. INDEPENDENCE

Independent of police, political actors, and special interests and legal protection - created through ordinance or charter

2. ADEQUATE JURISDICTIONAL AUTHORITY

Adequate authority to achieve organizational goals, oversight of internal and external complaints, officer involved shootings, in custody deaths and serious use of force, and recommend discipline and findings on investigations

3. UNFETTERED ACCESS TO RECORDS

Access to all police databases

4. ACCESS TO LAW ENFORCEMENT EXECUTIVES AND INTERNAL AFFAIRS STAFF

Must have regular access to police executives and they must be open and willing to consider and implement recommendations from the oversight agency.

5. FULL COOPERATION⁸

The ability of the oversight agency to gain the cooperation of the police department.

6. SUPPORT OF PROCESS STAKEHOLDERS

Government officials and office holders, if not supportive of an oversight agency, can reduce its effectiveness in a variety of ways, including by failing to provide the agency with adequate resources or authority or by appointing ineffective managers or board members. Opposition from police unions, local district attorneys or police executives has the potential to complicate the work of oversight agencies

7. ADEQUATE RESOURCES

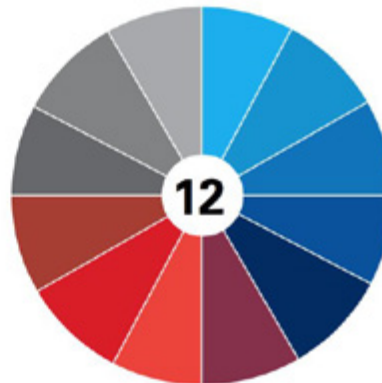
Adequate Budget and Staffing

8. PUBLIC REPORTING/TRANSPARENCY

80% of Auditor/Monitor agencies publish public reports/ 85% of Investigative agencies publish public reports/ 69% of Review Focused agencies publish public reports

9. USE OF STATISTICAL PATTERN ANALYSIS

Pattern Analysis: Analysis and reporting on aggregate patterns in relation to complaint handling processes, officer involved shootings, in custody deaths, police data relating to stops, searches and arrests.



10. COMMUNITY OUTREACH

Publicize the different processes for handling complaints; Outreach out to disenfranchised members of the community who might be fearful or distrustful of the police; Talking with the community about police policies, procedures or training; and gathering input from a range of community members and groups.

11. COMMUNITY INVOLVEMENT

Involving community stakeholders in the process allows the oversight agency to identify and address the key accountability issues the jurisdiction is facing.

12. RESPECT FOR CONFIDENTIALITY

The ability of a civilian oversight agency to be effective in its work will depend, at least in part, on its ability to respect confidentiality rules. Failure to respect state statutes relating to confidentiality may constitute a serious violation of professional ethics, undermine trust between the oversight agency and the local police department and may cause the oversight agency to lose access to confidential records.



Experience with the Austin Police Department

Change Office of Police Monitor's name to the Independent Office of Police Accountability.

- Mitigates fear of things “getting back to APD” by showing immediately that the Office is independent, represents public (and not just citizens)
- Puts Police Department's goal to have a more accountable, trusting relationship with the community front and center
- Other options: Civilian Office of Accountable Policing, Civilian Office of Police Accountability, Public Office of Equitable Policing, Public Office of Empathetic Policing

“The name of the monitor. Having police in the name, are they the police? I have issues with the name.”

- Member of the public

“Police is in the name of Office of Police Monitor, people don't want to engage”

- Equity Office

“ARCH has a bank of services by the phones. I saw promotional materials for the Austin Travis police monitor. I've heard people mention it, but we don't normally go to the police.”

- Vulnerable member of the public

“Personally, if something happens with police, even I would think twice before calling Office of Police Monitor. I would be scared that my name would go up to the police and I would be targeted.”

- Community Advocate

2

Asking for Feedback & Discovering/Submitting Form

Send a simple feedback poll to collect public feedback every time they have a police interaction

- Shows Austin Police Department cares about public feedback, pushes members of the public who've had good or bad experiences immediately to the Office of Police Monitor website
- Already underway by Austin Police Department



<p>"I told the police [about robbery]... they never followed up"</p> <p>- Vulnerable member of the public</p>	<p>"A police officer tackled me on the ramp. I was drunk when I was arrested so I didn't notice the pain in my hip till the morning. I had so much pain I had to crawl out of my cell and ask them to call an ambulance. I now have a chronic hip problem."</p> <p>- Vulnerable member of the public</p>
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Make the complaint/feedback process as accessible as possible by making intake **available online, or via phone/in person with community locations** where members of the public are already comfortable. Current [complaint form prototype](#).



- This takes advantage of trusted community relationships that already exist, doesn't force community leaders who are weary of "betraying" their constituent's trust by referring them to the complaint process to turn over feedback
- In short: You can complain anywhere. From your home on the phone/online, or where you feel comfortable, with whom you feel comfortable, and you can be assured a certain level of customer experience and counsel whichever method you choose

<p>“It would be nice to have semi satellite offices: So I go and talk to the people in the community centers etc. We can be out there spreading the word.”</p> <p>- Office of Police Monitor staff</p>	<p>“Office of Police Monitor doesn’t really have any strong relationships with the community. We need community organizations to have trust in us.”</p> <p>- Office of Police Monitor staff</p> <hr/> <p>“Digital page for Office of Police Monitor would be easy. Less hostile, less fear.”</p> <p>- Vulnerable member of the public</p>
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Set expectations, demystify the process, **a decision tree tool/quiz that matches public expectations, needs, and fears, to the options available.**

- This sets expectations early on about what the potential outcomes of a category of complaint could be, and proactively respond to public preferences including their fears and time commitment

<p>“Specialists give a really abbreviated idea of what to expect. They say, this’ll take 180 days, if you want something faster, here’s a supervisory. Obviously, they’ll pick that one, but that doesn’t necessarily meet the end goal. If you leave that out, they feel like you robbed them of the opportunity to get what they need, and they feel like nothing happened.”</p> <p>- Office of Police Monitor Staff</p>	<p>“I’m unimpressed with your agency’s responses to my nearly 10 police complaints. Complaints that were all closed for no good reason. Allowing these badged criminals to remain on the streets under colour of law.”</p> <p>- Member of the public</p>
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Remove the three kinds of complaints. Have **one online complaint form** that captures what’s important in the supervisory referral and formal complaint processes (citizen concerns becomes redundant).

- **Get rid of the affidavit**, make everything except the narrative of the complaint optional
- Makes option to talk to a supervisor about a complaint a check-box. So that no matter what the complaint has the potential to lead to discipline, but could also be mediated through the conversation

- Available in different languages, with checkbox option to ask for a **translator** in your language (including sign language, and not just American) in all future interactions

<p>“The three types of complaints is super confusing. It probably deters a lot of people from complaining at all, especially if the first thing you see is the overwhelming amount of info on the website... Not worth the trouble.”</p> <p>- Content Strategist</p> <hr/> <p>“I tried once before and I never knew that you had an option other than talking to a supervisor. So that’s where mine ended. The supervisor dissuaded me from filing a formal complaint. Seemed like a mess.”</p> <p>- Member of the public</p>	<p>“Folks don’t feel safe about it. They’ve heard about other people’s experiences to make a complaint. They could go to jail if they commit perjury!”</p> <p>- Community advocate</p>
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Set expectations, demystify the process, a **“pizza-tracker” and confirmation number** received upon submission that allows you to see what stage in the process your complaint/feedback is at, and how long it will take at each stage

- Members of the public can call with their confirmation number, which on the back end is their case number
- The stages of the process are in plain language and explanatory, while not giving away the particulars of the individual case. The member of the public gets some transparency without compromising confidentiality.

<p>“The average complainant will never know if their complaint was resolved through training or de-escalation, so it makes it hard for Office of Police Monitor to provide closure.”</p> <p>- Office of Police Monitor staff</p>	<p>“They didn’t provide any timeline or plan for how to move the case forward. They said to wait and they would call back.”</p> <p>- Vulnerable member of the public</p> <hr/> <p>“Give some confirmation so you have paperwork to prove you filed. You can’t be sure they took down what you said. There should be follow up instead of just archiving the issue.”</p> <p>- Vulnerable member of the public</p>
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3

Follow up, Interview, & Checking-In

During the investigation process, **Office of Police Monitor** has direct access to ICMS and can pull relevant materials without asking Internal Affairs for it. Rather than discussing analysis ad-hoc, each record their notes separately, and have regular **consensus meetings** where they can discuss their respective analysis.

- Ensures there's a **paper trail of analysis** that could be important if there are disagreements that persist
- Ensures there aren't **delays** for a complaint because Office of Police Monitor's review is contingent on receiving materials from Internal Affairs

“Big discrepancy between police and police monitor data. If I'm going to recommend discipline I need to see other cases/data for consistency. If I'm going to recommend discipline I need to see other cases/data for consistency.”

- Office of Police Monitor Staff

Sometimes everyone entering information into ICMS creates tension b/c it's not just admin staff entering information, it's also supervisors. It throws off the flow of information.”

- Office of Police Monitor Staff

Interviews are scheduled using a **tool that considers everyone's schedule, questions are determined collaboratively in advance** at a consensus meeting.

- Avoids last minute scheduling of interviews, complaint specialists not being prepared for an interview with all the materials necessary in advance
- Gets around some of the tension with Office of Police Monitor specialists needing to ask their questions via a sergeant to officers

“Scheduling for Internal Affairs interviews is indeterminate. Can go a handful of weeks, with a few. Then three a day for a week. We don’t have control of that product.”

- Office of Police Monitor Staff

Office of Police Monitor is the touchpoint between the public and the investigation process. Internal Affairs Sergeants don’t call members of the public directly.

- Office of Police Monitor calls to schedule interviews with a complainant or witness (any civilian), sets expectations
- Reduces intimidation factor. It feels like you’re in trouble when you get a call from the police.

“Cultural fear in the asian community, keep your head down, do the right thing, cops here means you’re in trouble, you’re not on the same side.”

- Community advocate

“I would like a safe place to be at when things aren’t pleasant...a place where I don’t have to worry about cops or other people messing with me”

- Vulnerable member of the public

“In the community, people aren’t even clear if they want the police”

- Member of the public

Investigation interviews can happen in accessible locations where members of the public are most comfortable, and likely not at Office of Police Monitor/Internal Affairs building.

- When Office of Police Monitor calls to schedule an interview, they offer to **come to the public** where they’re comfortable:
 - Library conference rooms
 - Community centers
 - Community organizations
 - Homes

- Maybe there are confidentiality requirements for the location (i.e. needs to be quiet, where others won't overhear etc.)
- Bring a **translator** if they opted in, and make sure locations are accessible
- Ask whether they prefer or are more comfortable being interviewed by a particular gender

"I didn't understand 70% of what the woman told me. I didn't know how to find the building, and once I got there, handicapped spots were taken by cars without hangtags. Once I entered no one knew where the Office of Police Monitor office was. I'm a permanent resident, so I don't have a TX ID and they wouldn't let me in. The elevator wasn't working, and I can't take the stairs since I'm disabled."

- Vulnerable member of the public

After interviews, each (Office of Police Monitor and Internal Affairs) document their own rationale for their determination of the classification of the case. They discuss their respective analysis at another **consensus meeting**, and document agreements/disagreements.

- Ensures there's **documentation** on both sides specifying the rationale behind classification
- Documentation could be used by the Police Monitor and/or Chain of Command in the future as they make and take recommendations into consideration

"Another thing that was always difficult was the number of times Internal Affairs would get a complaint and classify it as something that was not a policy violation even if we felt it was. Showed that Office of Police Monitor had no teeth. When complaints don't go anywhere, you stop getting really good complaints."

- Office of Police Monitor Staff

After investigation on a particular case is completed, all the notes on both sides (Office of Police Monitor and Internal Affairs), from reviewing the video footage and case file, through notes from interview and classification go to both the Police Monitor and Chain of Command.

- During twice a month meetings, each will have the materials necessary to make recommendations, and justify decisions.
- Cases where there's disagreement are flagged early, and the Police Monitor can take discretionary actions (i.e. meeting with police chief) in advance of writing a recommendation memo.

“Here's the challenge, we can write memos as complaint specialists. I've been here through 4 police monitors, and it depends on who that is if the memo is going to go anywhere. Some won't do anything. Others will say they are sent to the chief and then we find out later that the memo was not sent.”

- Office of Police Monitor Staff

4

Close-Out

Once a case is closed, complainant receives an **email letter** reviewing the content of their complaint, mapping that content to relevant policies, specifying whether any violations were found, providing the classification of the complaint, and bringing back the decision matrix to show what the possible outcomes were (assuming it wasn't a suspension and you couldn't point to a disciplinary memo)

- **Improves transparency** without compromising confidentiality
- Any relevant recommendations by the Police Monitor and responses by the Chief would be public upon closing the case, and the complainant would be pointed to these in the letter

“Even if the complaint contact form is filled out as unsatisfactory, unless the complaint results in formal discipline the complainant is never notified of anything”

- Internal Affairs Staff

Complainant has the opportunity to attend a close out meeting with the Police Monitor, a complaint specialist, an Internal Affairs officer out of uniform, and potentially a translator to explain the process and outcome.

- There are strict parameters established for what can and can't be discussed at these meetings
- Meetings can again take place anywhere where the complainant is comfortable and meets confidentiality requirements
- When Office of Police Monitor calls to schedule the meeting, they set expectations about what can and can't be discussed

“In past, Office of Police Monitor would have a close out meeting or conference at end of case, where we provide complaining more info other than 4 final outcomes. However APA said it was not allowed.”

- Office of Police Monitor Staff

After the close out meeting, the complainant receives a feedback survey asking about their experience with the complaint process.

- Complainant feels heard, and like they have the opportunity to improve the process
- Office of Police Monitor and Internal Affairs get valuable data on how complainants feel, and what parts of the process need to be tweaked

Observation:

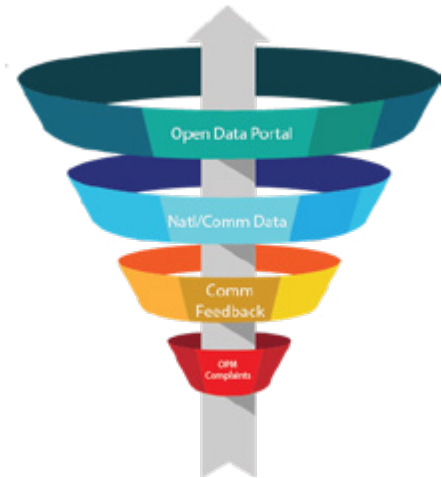
When contacting former complainants to give us feedback, we received vehement responses that people wanted to contribute and give us feedback. There's clearly a satisfaction factor when people have the opportunity to affect change themselves based on the problems they see.

5

Pattern-finding and trust building

There is a public **Police Accountability Open Data Portal** that contains Austin Police Department data, Office of Police Monitor complaint data, community data, other city oversight data, and other relevant national, community data sets that might be useful.

- Members of the public and organizations can pull data directly, and use interactive front end visuals to explore different data sets
- Office of Police Monitor can use the complaint data (if it's only limited to that) to generate trend reports and annual reports
- Other organizations can use all the data to push for necessary policies



“Some of the most simple data has been ignored. How many repeat officers have had complaints filed against them that ended up being unfounded. But that's simple data we haven't analyzed and used.”

- Office of Police Monitor staff

“We need the data on what zip codes is negative contact happening, to whom, why, who's their attorney. All this data helps us see trends and helps us with how we go about educating people and how we address the filing.”

- Office of Police Monitor Staff

Cohesive cycle of pattern finding, recommending, educating, and publicizing with new full time employees



Office of Police Monitor Research Analysts, data analyst interns comb through the open data portal regularly looking for trends, and regularly generate numbers on trends of interest.

- For example, providing monthly reports on racial profiling, generating maps on police presence overlaid with race, income, etc.
- This data informs Office of Police Monitor’s regular reporting

<p>“There was one research analyst, she would identify something, the APD would pick it apart, we would get lost in the shuffle. Politically motivated stuff would depend on what side politicians fell on.”</p> <p>- Office of Police Monitor Staff</p>	<p>“The end goal is to ID/pattern practices that are detrimental to community. Those ID are also worth noting to the dept. If certain officers are doing things repeatedly APD should know.”</p> <p>- Office of Police Monitor Staff</p>
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Office of Police Monitor Policy Analysts take the data generated and cross reference it with national best practices to write policy recommendations, both in the form of memos for the chief, and in the form of reports, infographics etc. for the public.

- The Police Monitor compiles these memos at appropriate times and brings them to the Chain of Command, and community partners for review.

<p>“I would like Office of Police Monitor to be proactive instead of reactive, meaning being able to document and send to APD policies they might want to consider.”</p> <p>- Office of Police Monitor Staff</p>	<p>“Criminal side taken to DA. But the vast majority are not that, they might be a violation of policy but if you have crap policies..then...??”</p> <p>- Community Advocate</p>
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Office of Police Monitor’s Community Liaison uses the same data and recommendations to pursue proactive education and engagement opportunities in the community and within APD to stop bad experiences from happening at all.

- Educating new immigrant populations on how to interact with police officers during traffic stops
- Providing “I don’t speak English, I need a translator” cards to non-English speaking populations
- Working with complaint specialists to train community members to intake complaints/feedback
- Educating police officers on the context particular communities bring to interactions

<p>“Over the years, we just take complaints, and that’s been less than fruitful in my opinion.”</p> <p>- Office of Police Monitor Staff</p>	<p>“I want us to play a bigger part in educating the community, educating the police force, information, easily accessible, shouldn’t have to know where to look for us, should just know how to find us. Shouldn’t be a best kept secret.”</p> <p>- Office of Police Monitor Staff</p>
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Office of Police Monitor’s Communications Manager works with the team to publicize reports on social media, forges relationships with community partners, and answers public questions about the office online and in the community.

- Publicizing office activities and events on social media
- Answering questions from the website
- Hosting “Ask-me-anything”s on Reddit
- Regularly checking in with existing community partners and searching for new ones
- Updating Office of Police Monitor’s online content according to feedback
- Bringing any broader feedback gathered online to the rest of the team



<p>“People say things on social media they won’t tell the police.”</p> <p>- Community Advocate</p>	<p>“We’re living in the stone age, we can’t use social media.”</p> <p>- Office of Police Monitor Staff</p> <hr/> <p>“Open up to intake for multiple channels. Instagram users, etc. whatever channel that is it should be readily available to report and share.”</p> <p>- Community Advocate</p> <hr/> <p>“The most impactful thing would be to have access to tech, social media”</p> <p>- Office of Police Monitor Staff</p>
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Office of Police Monitor generates **different forms and frequencies of reports** using data and policy recommendations.

- For example, Office of Police Monitor might release a weekly data visualization tweet on use of force by zip code, monthly flash trend infographics with data around a specific trend they've noticed, a quarterly report and presentation of all their recommendations to community organizations and chain of command, and an annual report that focuses on evaluating the impact of Office of Police Monitor's activities that year compared to other city oversight agencies.

"Who's gonna read our annual report?"

- Office of Police Monitor staff

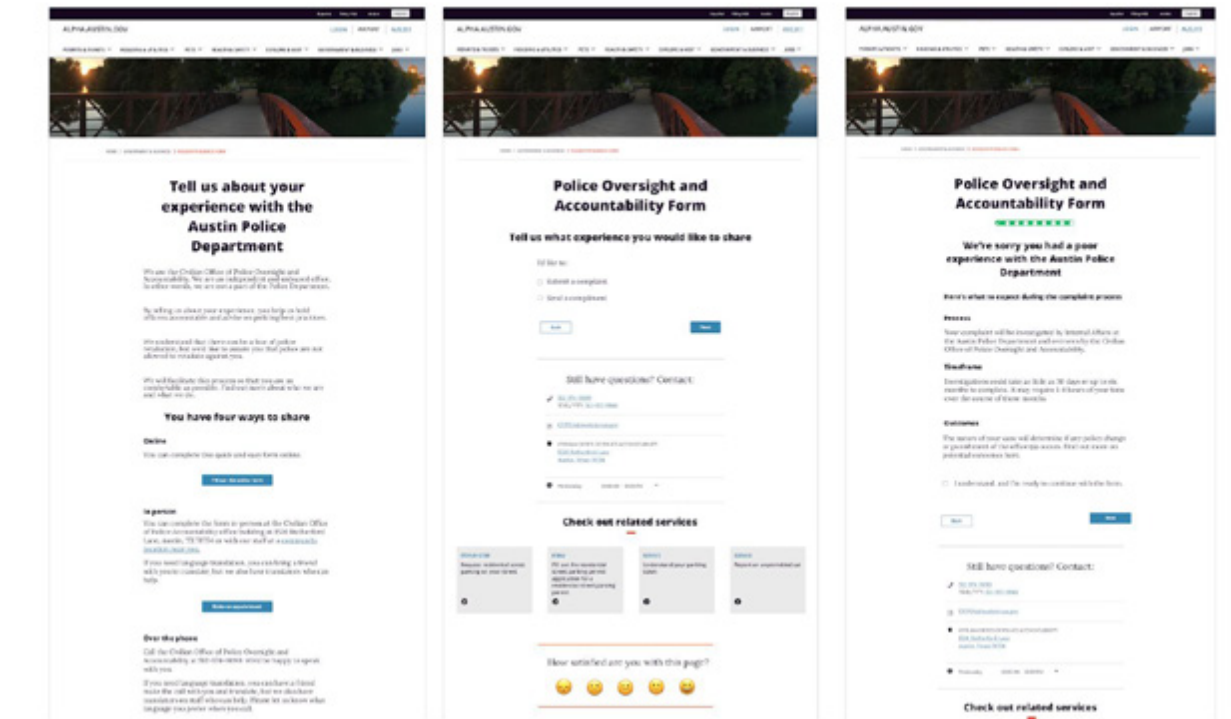
Next Steps

Current interactive [complaint form wireframe prototype](#).

What's next:

1. **Usability testing** of the complaint form with the public
2. Providing **interactive wireframes** of the complaint form to the Office of Police Monitor
3. Relevant **recommendations integrated** into City Council recommendations
4. Office of Police Monitor **working internally** to create new policies, staff new positions, form partnerships necessary to make recommendations reality

→ What we (Office of Design and Delivery) completed. Recommendations provided.



Appendices:

Appendix A: Links

- Current [complaint form prototype](#)
- Full set of [data points](#)
- Visual [service blueprint](#)
- Detailed data point breakdown of [service blueprint](#)
- Preliminary Police Oversight Analysis [Report](#) (from which “Core Elements of Successful Oversight” were pulled)

Appendix B: Other Findings

Members of the public who have serious complaints are often the ones with the most fear of retribution. They don't seek personal vindication, they seek to change the system.

<p>“I didn't feel like anything would come of it. God forbid if I actually did need the police they might not come.” - Vulnerable member of the public</p>	<p>“Personally, if something happens with the police, even I would think twice before calling Office of Police Monitor. I would be scared that my name would go up to the police and I would be targeted.” - Community Advocate</p> <hr/> <p>“We've known lots of friends who have had to call police, and they end up in trouble. No trust with police.” - Vulnerable member of the public</p> <hr/> <p>“A lot of (immigrants) people are laying low. They aren't going to make a complaint. They are not going to be visible.” - City Council Member</p>
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Members of the public who are currently complaining are not representative of everyone who's having negative interactions with officers.

<p>"The majority of complaints we get right now are from middle aged white women." - Office of Police Monitor Staff</p>	<p>"The complaint process is not laborious. All you have to do is pick up the phone. The majority of the complaints are just phone calls. You don't even have to give me your name. Tell me your story. The complaint specialist is going to do all the work for you. We are asking those behind the scenes questions. If you don't complete the form, we type the information." - Office of Police Monitor Staff</p>
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Community leaders are weary of betraying the trust of vulnerable community members by referring them to the complaint process.

Observation/Trend: Multiple staff members who do encourage others to file complaints, including community advocates, complaint specialists, and City of Austin employees mentioned that they themselves would never file a complaint for fear of retribution.

<p>"Someone told me the other day they are sitting on 500 complaints, because they don't trust us with them." - Office of Police Monitor staff</p>	<p>"There's really no such thing as an anonymous complaint. If IA starts investigating it, even if it's internal, they'll know who it is." - Office of Police Monitor Staff</p>
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Public pressure is the Office of Police Monitor’s “teeth.” When there isn’t transparency, it therefore doesn’t have teeth.

<p>“It would be nice if the Panel was required that they MUST include our recommendations in what they send to the Chief. Because it’s possible for the Chief to never see our recommendations otherwise.”</p> <p>- Office of Police Monitor Staff</p>	<p>“Public would never know we fought for that and that’s disappointing. We really can’t quantify some of the stuff we do. We fought 6 times for this policy.</p> <p>[And it wasn’t until community organizations got involved independently that it became a policy].”</p> <p>- Office of Police Monitor Staff</p> <hr/> <p>“People don’t see what’s going on behind the scenes, so they say Office of Police Monitor isn’t doing anything... In their eyes it’s a million dollar paper pushing office.”</p> <p>- Office of Police Monitor Staff</p>
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Office of Police Monitor and Internal Affairs operate under a **“closed by default”** philosophy, rather than “open by default.”

Some things that are closed:

- Case files, Office of Police Monitor isn’t allowed into ICMS independently
- Social media not permitted
- Complainant isn’t allowed to hear details of their case
- Citizen review panel can’t review footage outside of the physical building, can’t question
- Complaint specialists can’t ask officers questions
- Memos, recommendations are closed
- Outcomes of complaints are closed
- Content of complaints is closed

Appendix C: Ideas

How might we make it easier for anyone to complain?

Top Ideas:

Everything is multi-language *

Community places around town (church/service centers/arch/schools/nonprofit orgs/Hospital)**

Recruit empathetic cops ***

Online form**

Miscellaneous ideas:

Change the name of OPM

Ai Robot : How can I help you, Basic Q&A

Telephone complaint/email complaint/ in person complaint (community)

Back of APD ticket has OPM information

Everything is multi-language *

Complain anywhere

Community places around town (church/service centers/arch/schools/nonprofit orgs/Hospital)**

Community center with set hours

Rec center

“I don’t speak English” cards

Messaging ideas:

Ads on billboards for OPM

Educate police / Build trust/ APD attends community events

Police brotherhood Decreases / Police feel like “good guys” in community

Back of APD ticket has OPM information

Community Advocate Ride-Alongs

Recruit empathetic cops ***

Information in communities on what to do when interacting with an officer, (what to do when pulled over)*

Officers involved in community activities

Everything is multi-language ***

Cultural training for APD

Translators on hand @ intake

Outreach training to community groups

City council training

Form ideas:

Online form**

Step process 1-2-3- Done

Path with no investigation

Feedback>complaint>investigation>Data

Data shows complaint > outcome
Limit interactions we police: Remove quotas, tickets=city revenue
Youtube submissions

How might we make the complaint process more transparent to the complainant and the public?

Top Ideas:

Facebook: Q/A*
Reddit AMA: Meet office of police monitor**
Social media ***
What happens during an investigation? 1-2-3 *****
Close out conference *

Outreach ideas:

CRP Conduct outreach
City Space
Facebook: Q/A*
Reddit AMA: Meet office of police monitor**
Community focus volunteers (help out in community centers)
Social media ***
Educate police on new policy
Map showing city with states of racial profiling complaints/sexual harassment etc by zip code

FTE ideas:

Additional staff for research
Data Analysts

Content ideas:

What happens during an investigation? 1-2-3 *****
1-2-3
1 page of data stats
Provide intake # to reference stage in investigation not last name
Post "How to" 1-2-3-4
Better closing of loop w/complainant
Provide workflow for complaints
Updates on a complaint (status of complaint)
Close out conference *
Results of investigations online
Phone for tracking status of complaint with #

Closing/Data Capture ideas:

Complaint#/summary of complaint/finding/policy violation/ recommended policy change
Police Accountability Portal Complaint/com feed/national data /PD
Annual reports in bite size chunks: trend report/ tweets
OPM Portal Include Recs publicly
Help us find trends (trend hackathon)
Policy implemented check / number of officers completed training 23
-Portal
Recommended accepted
Check mark X
One shared spot for data consumption: OPM/APD/local org/state data/national data
#/theme/outcome/opm-rec

How might we formalize and open (by default) interactions between the OPM and the Police Department?

Top Ideas:

Let us (OPM) conduct the investigation *****
We get the game-here's how you play the game *
Case # Review has checkpoints 1-2-3*
Have C.M. release OPM/IA findings ***

Other Ideas:

Minutes from PM and PC interactions: Open linked to recs
We want to solicit complaints
Auditor is independent
Certified Peace officers
You can analyze all the data, find complaints
OPM has access to full PD database
Let us (OPM) conduct the investigation *****
We get the game-here's how you play the game *
Case # Review has checkpoints 1-2-3*
All case related materials open to OPM (review /Questions)
Google Docs/Slack/Box (internal communication)
Share point for complaint
Minutes from 1x month meetings public
If it goes to CRP, everything is in file is open
Have C.M. release OPM/IA findings ***
Release redacted case file
All hearing etc, open by default after close
Meetings OPM /APD open to public when possible
OPM note taking always allowed

Insert an equity office as third party in process at a point
Balance the relationship that allows you to get stuff done w/transparency

How might we encourage APD to act on OPM recommendations consistently?

Top Ideas:

OPM press release goes to press about recommendations made and why*
Define impact if this policy is effective/track against **
City Council Reviews can force changes- report to city council *
Require city council involvement*
APD officer discipline should include community service instead of day off. *****
Working group: Look @ recommendations **

Other Ideas:

Lawsuit
Make findings/discipline: public Post on website
OPM press release goes to press about recommendations made and why*
Change from recommended to requirement
Mechanism for filing litigation
FTE: OPM Staff are data scientists
Citizen Impact Evaluators
Define impact if this policy is effective/track against **
Tie it to evidence, engage

Data

Run predictive models
OPM has all APDs data @ disposal to evaluate
Make the norm, we follow. When we don't it's an exception.
Lost of process
APD has more personal trainings
Ticker on OPM website
Add CRP Agenda
Tie APD to council resolutions? :(
Policy review > Policy change recommendation > update policy > Publish
Discipline should equal discipline
Accountability = Trust
APD officer discipline should include community service instead of day off. *****
Tie follow thru to \$ SSPRs - Stipends
Create stipend for OPM- approved officers
Mechanism for filing litigation
Public Safety Meetings

City Council Reviews can force changes- report to city council *

Require city council involvement*

Happy hours :)

of recommendations should be reasonable

Press release @ time of closure

Solicit what they want to see from OPM

Address CRP (chief of police)

Make expectations public

Make city manager sign off on them after chief?

How might we encourage APD to act on OPM recommendations consistently?

Workshops @ office or webinar

Publish policy change to reddit/ Facebook/ Social media (feedback response is captured data)

Partner w institution of higher learning neighborhood association

Community to engage with

Share out come from chief in agreement of policy change

Working group: Look @ recommendations **

Create Opps for some to “Intern” w/ us.

The end.



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