City of Austin Byrne Criminal Justice Innovation Program Narrative
(Category 1: Planning and Implementation)

STATEMENT OF THE PROBLEM

The City of Austin is a home-rule municipality situated in Travis, Williamson, and Hays Counties of Texas. Encompassing 262 square miles, the City provides services for 790,390 residents and an estimated 17 million visitors annually. The Austin Police Department's current sworn strength is 1,718. Austin's citywide crime trends mirror those currently seen across the nation, with overall decreases in most crime types. Neighborhood issues, including crime spikes and social disorder, are typically diminished or resolved using targeted enforcement, community policing techniques, and larger-scale interventions with social service components.

A 2008 Compstat study of north Austin crime hot spots found that the Rundberg neighborhood (RN), a fairly small but densely populated area (Table 1), was reporting an atypically high number of crimes. In 2009, congressional assistance led to the investment of federal and local funds into public safety cameras at the largest intersection within the neighborhood. Following a public hearing with Austin City Council on January 13, 2011, the Austin Police Department engaged multiple cross-sector partners and established a good working relationship with key residents and business owners to formulate a plan to reduce crime and improve the quality of life within the area. The collaboration is well positioned to improve public safety, reduce physical disorder, and increase collective efficacy with the implementation of the City of Austin Byrne Criminal Justice Innovation Program.

The Austin community includes over 200 neighborhood associations and homeowner associations as well as many square miles of blocks without a clearly defined residential or business structure. As such, the City follows a spatial definition of neighborhoods that considers both geographic boundaries and a variety of demographic characteristics of residents. The

geographic boundaries of the distressed neighborhood are: Research Boulevard/Anderson Lane to the south; railroad tracks (just west of Metric) and Lamar to the west; Interstate 35 and Cameron Road to the east; and, Rutland Drive, Braker Lane, Floradale Drive, and Applegate Drive to the north (Attachment 6, Map). The highlighted sections of the map reflect the 5.74 square mile neighborhood. Two sections of the map are highlighted a darker color, signifying a hot spot within the larger crime hot spot area.

Table 1	City Total	RN Total	Rundberg Neighborhood % of City Total
Population	790,390	38,252	5%
Square Miles	262	5.74	2%
City Blocks	10,320	345	3%
Address Points	347,050	5,859	2%

Table 2 reflects the call volume and average officer response time for Priority 0 (highest) to Priority 3 emergency calls for service citywide as compared to the Rundberg Neighborhood. Table 3 reflects Austin Police Department (APD) UCR data for the last five years in the Rundberg Neighborhood compared to the citywide total. The entire Rundberg area accounts for a high percentage of emergency 9-1-1 calls for service and 11% of violent crime, 7% of property crime, and 9% of Part II crimes citywide. Violent crime within Rundberg is highly concentrated, with less than 1% of blocks citywide accounting for over 7% of violent crimes citywide. While verifiable reentry data specific to Rundberg does not currently exist, APD was able to determine that approximately 188 offenders were recently released to addresses in the neighborhood and 178 are on the street or have outstanding warrants.

Table 2	Citywide Call Volume	RN Call Volume	RN% of City Call Volume	CTY Average Response Time	RN Average Response Time
0	26,883	2,365	9%	0:05:36	0:05:23
1	170,932	14,589	9%	0:07:05	0:06:11
2	803,752	60,621	8%	0:13:46	0:14:19
3	1,743,332	133,402	8%	0:25:57	0:29:04

Table 3	Rundberg Neighborhood						City	Rundberg % of City Total
	2007	2008	2009	2010	2011	5-yr Total	5-yr Total	
PART I Crimes								
Murder	6	5	2	5	1	19	140	14%
Rape	35	35	20	34	24	148	1,342	11%
Robbery	193	162	198	171	149	873	6,542	13%
Agg Assault	206	237	213	211	218	1,085	11,066	10%
Total Violent Crime	440	439	433	421	392	2,125	19,090	11%
Burglary	613	624	597	652	653	3,139	41,161	8%
Theft	2549	2,225	2381	2,440	2,318	11,913	172,993	7%
Auto Theft	389	295	210	220	191	1,305	12,202	11%
Total Property Crime	3,551	3144	3,188	3,312	3,162	16,357	226,356	7%
PART II Crimes								
Sexual Offenses	115	109	93	54	51	422	4,349	10%
Other Assaults	1,384	1,458	1,320	1,274	1,246	6,682	62,511	11%
Criminal Mischief	696	738	726	621	615	3,396	45,647	7%
Prostitution	111	89	127	141	62	530	1,573	34%
Narcotics	894	1,018	817	863	586	4,178	38,781	11%
Weapons Violations	46	39	32	39	35	191	2,198	9%
Disorderly Conduct	1,046	1,397	1,299	1,372	1,213	6,327	83,734	8%
Total Part II Crimes	4,292	4848	4414	4364	3808	21,726	238,793	9%

High levels of poverty, disinvestment, unemployment, and criminal activity within the neighborhood are indicative of the deep-rooted criminal element, discouraging redevelopment and stifling economic growth. The visibility of open-air drug markets, prostitution, nuisance property, and loitering on street corners, in parking lots, and around homes and businesses

contribute to the unrest. Undocumented residents are reportedly fearful to contact the police as witnesses or victims of crime due to fear of deportation or other repercussions.

According to the 2010 U.S. Census, 30% of Rundberg Neighborhood residents are living below the poverty level and 19% of households receive food stamps. The racial makeup of the neighborhood is highly diverse, including Hispanic, Vietnamese, Black or African American, White, Latin American, Asian, American Indian, Middle Eastern, and Pacific Islander. Approximately 64% of the population speak a language other than English, and of those individuals, 37% speak English very well and 63% less than very well. Unemployment across the census tracts ranges from 5 to 14%. Median earnings (for individuals over 25 who receive earnings) are $21,189, with a majority of residents working in construction, the trades, retail, and restaurants. Of particular note, youth under the age of 18 comprise 30% of the neighborhood's population. The Austin Independent School District (AISD) manages four elementary schools, one middle school, and one high school within the neighborhood. According to AISD, 95% of youth attending the six schools (approximately 6,000) are considered economically disadvantaged, 59% have limited English proficiency (over 30 different languages are spoken), and 75% are identified as at-risk for dropping out of school. The schools are not considered strong, the majority rated acceptable and one unacceptable. On a positive note, attendance is over 90% and disciplinary placements in alternative education or the juvenile justice system are under 4%.

The need for federal assistance During fiscal year 2008, the City began experiencing significant general fund shortfalls primarily due to lost revenue from property tax, sales tax, and development revenue. Although recovery is taking hold, we continue to experience budget shortfalls due to rising costs. Austin, being the capital of Texas, clearly is still feeling the impact

of the prior years' recession, especially on the consumer side. The State is facing budget reductions during the upcoming fiscal year which is projected to result in the elimination of more jobs as well as grant dollars for law enforcement. In 2011, the Austin Independent School District cut over 1,000 positions district-wide to close a $94 million budget shortfall because of cuts in state funding and a reduction in local tax revenue. These job losses impact consumer spending in Austin, which in turn impact sales tax revenue for local jurisdictions and halt tax-reliant development activity within the region. The City of Austin continues to manage and prepare for unanticipated loss of revenue by reducing department budgets. City departments are currently "scrubbing" their respective budget projections, literally scrutinizing line items, searching for any potential savings that can be implemented without disrupting service delivery. For example, the Austin Police Department just delayed the start of a large cadet class as a cost-saving measure, with the potential to negatively affect crime trend. While over the long-term this BCJI program will result in cost savings and significant improvements within and around a very distressed neighborhood, the City is currently unable to commit the funds needed to successfully complete the activities proposed for the first 30 months without significant federal assistance.

PROJECT DESIGN AND IMPLEMENTATION

The City of Austin recognizes that interconnected solutions are needed to address the myriad of problems within the Rundberg Neighborhood and immediate surrounding areas. The City of Austin BCJI Program requests $1 million in grant funding for the planning and implementation of this local program. The City will rely on existing and new cross-sector partners; current and future grant awards and leveraged resources; and, federal support, including training and technical assistance, to meet project milestones. The efforts of this collaboration will result a continuum of strategies to comprehensively address the specific crimes of robbery,

aggravated assault, other assaults, prostitution, narcotics, and weapons violations. The collaboration will also focus on social disorder, language barriers, reentry, at-risk youth, nuisance abatement, and trust between undocumented residents and police.

City of Austin BCJI stakeholders are referred to as the Rundberg Revitalization Team. The team is currently comprised of multiple individuals from the City of Austin (Austin Police Department, Neighborhood Housing and Community Development, Public Works, and Solid Waste Services Code Enforcement); University of Texas (Department of Sociology and Population Research Center); Housing Authority of the City of Austin (privately managed housing authority); and Community Leaders. All partner agencies have committed time and resources for the duration of the three year project and will participate as members of the strategy teams. The Travis County District Attorney has very recently committed to the success of this project and her letter of support is included with program attachments.

A. **Goals.** The primary goals of the program are to improve public safety; to address social impacts including physical disorder, social economic status and resources, and collective efficacy; and, to ensure the long-term planning and implementation of neighborhood-based revitalization strategies. The City envisions the successes of this program leading to numerous public and privately funded revitalization initiatives.

B. **Objectives.** Each program objective is tied to one or more measurable outcomes. In preparing this application, the City worked with the Rundberg Revitalization Team to identify strategies, programs, and policies related to the accomplishment of each goal. The objectives are listed below along with identified strategies and related activities.

C. **Planning.** The City anticipates the planning phase of the program lasting 12 months. The collaboration expects that this phase will result in a plan that may be regularly updated to meet

the needs of the neighborhood as the project progresses, demographic characteristics change, and crime is displaced. Upon award, the City will execute a contract with the University of Texas (estimated at $300,000) to act as research partner during all program phases. The City will also contract with a local company (estimated at $10,000) to complete an initial baseline survey of the Rundberg Neighborhood.

Dr. David Kirk, University of Texas, will be primarily responsible for leading the evaluation of the City of Austin BCJI Program, as well as assisting in the analysis of crime drivers in the research site (the Rundberg neighborhood). He will also lead the development of baseline and follow-up surveys of neighborhood residents and institutions, and provide oversight over survey administration. For the evaluation component, Kirk will conduct all statistical analyses, including the selection of comparison sites. He will be responsible for analyzing survey data and for developing all project reports based on the evaluation. Given his expertise in neighborhood crime prevention, Kirk will also assist in all phases of project planning. A PhD level graduate research assistant will assist with the analysis of crime drivers in Rundberg, and with the development of the project surveys. S/he will be responsible for coordinating data requests, and cleaning all data files to be used for the evaluation. S/he will also be responsible for cleaning the survey data, and developing measures from individual survey items.

Within two weeks of award acceptance, the University will convene a meeting of the existing and potential Rundberg Revitalization Team members to discuss next steps, including scheduling, workgroup development, training and technical matters, and data and infrastructure components. The 12-month planning phase will be meeting intensive. The Rundberg Revitalization Team will meet at minimum on a monthly basis, while team workgroups will meet bi-weekly or as often as necessary. Every workgroup will have a single point of contact to liaison

with the team and a backup point person to assist as needed. The team's workgroups will assist with gathering data, educating and engaging residents and business members in the planning process, leveraging resources, and communicating progress to the larger group at monthly meetings.

As a project enhancement, the City requests $15,372 to hire a consultant for the duration of the 3-year project. Dr. Andrew Papachristos, Associate Professor of Sociology at Yale University, is an expert in planning and conducting evaluations of neighborhood crime interventions. Since 2002, Papachristos has been involved in the Department of Justice funded evaluation of Project Safe Neighborhoods (PSN) in Chicago. For PSN, the U.S. Attorney brought together local, state, and federal law enforcement with community based organizations and a research partner to plan, implement, and evaluate strategies to reduce violence in select Chicago neighborhoods. For this project, Papachristos and colleagues used a quasi-experimental design to conduct evaluations of the program. The City of Austin feels that this local program would greatly benefit from his expertise. Grant funding would allow Dr. Papachristos to assist the University and Rundberg Revitalization Team with planning, evaluation, and sustainability activities.

The budget proposed with this application is the City's best estimate of costs and will likely require significant revisions once the implementation plan is complete and BJA gives final approval. Currently, the City budget for the first 12 months includes funding for the University of Texas ($75,000); local baseline survey ($10,000); project consultant ($6,624); and, initial targeted enforcement (within the neighborhood hot spot area, shaded dark on attached map) by APD using evidence-based strategies with patrol, support units, and career criminal unit personnel ($58,376). The budget for months 13 – 30 includes implementation and evaluation

phase funding for the University ($150,000); project consultant ($6,561); social service contracts ($200,000); enforcement operations (multiple strategies outlined below) with patrol, support and career criminal unit personnel ($280,000); and, confidential informant funds ($10,000). The budget for months 31 – 36 total 50% of project costs and include funding for the University ($75,000); project consultant ($2,187); local follow up survey ($10,000); and enforcement operations with the involvement of the same units and updated strategies ($116,252).

D. __Implementation Strategies and Activities.__ The Rundberg Revitalization Team has identified strategies and activities specific to each program objective. This information is detailed below as part of the objectives list. The City anticipates launching the implementation plan by month 14 of the project period following BJA approval of the plan and revised budget.

The City will enter into a second contract for survey services (estimated at $10,000) to take place during the final six months of the project. The survey will allow the University to compare baseline data to post-planning and implementation responses and gain better insight into program impacts and future needs of the area. The costs are estimated high due to the deep-rooted social and criminal factors as well as resident language barriers.

Objective 1: Identify a neighborhood with a concentration of crime hot spots which have for a period of time composed a significant proportion of crime or types of crime. **Strategy:** Compstat, an evidence-based practice (rated promising), was used by the City to determine the focus neighborhood. **Activities:** APD crime analysts reviewed, studied, and confirmed all crime data, mapped the service area, and identified internal neighborhood hot spots. Findings were discussed at the department's weekly focus meetings. The City will continue to use this strategy over the duration of the project and will share all data sets and internal analysis with the research partner. The research partner will review, confirm, and expand upon the data for the selected

area. The City and research partner will analyze crime data from surrounding neighborhoods for potential inclusion in enforcement and programming, select comparison sites, and study displaced crime.

Objective 2: Identify new and build upon existing planning efforts to revitalize the neighborhood and address issues that relate to the crime issues identified. **Strategy:** Review neighborhood plans and work with City Neighborhood Development and Review Department **Activities:** Document all known revitalization projects, conduct research to identify unknown efforts, and identify any overlap. Engage the individuals/entities involved with revitalization with the larger Rundberg Revitalization Team, or workgroup thereof.

Objective 3: Enhance the Rundberg Revitalization Team with the presence of criminal justice, social service, and neighborhood revitalization partners. **Strategy:** The Collaboration Toolkit for Community Organizations: Effective Strategies to Partner with Law Enforcement (2010 research-based COPS guide). **Activities:** Document the capacities under neighborhood control, the resources within the community but outside of neighborhood control, and potential building blocks not located in the neighborhood and controlled by people outside of the community. Determine where those in control stand on Rundberg crime and social issues, identify stakeholders, and determine the best means to recruit each.

Objective 4: Offer ongoing community engagement and leadership building support and ensure the community is engaged in the process. **Research-Based Strategies:** COPS Collaboration Toolkit (above), BJA Guidance for Building Communities of Trust (2011 BJA publication), Building Our Way Out of Crime, the Transformative Power of Police-Community Developer Partnerships (2010 COPS guide), and Overcoming Language Barriers: Solutions for Law Enforcement (2007 COPS guide). **Activities:** Identify the knowledge and skills needed to

complete program activities, identify partners' knowledge and skills, identify gaps and provide corresponding training and technical assistance, and ensure that facilitation skills are present. Pool language resources among project partners. Identify, engage and train bilingual team members. Provide ongoing and varied opportunities for community engagement.

Objective 5: Facilitate collaboration between the Austin Police Department, project partners, and the University of Texas to conduct an analysis of crime drivers and an assessment of needs and available resources. **Strategy:** Compstat, the evidence-based strategy employed to identify the program service area, will be used to complete several of the activities under this objective. In addition, use slightly modified versions of Operation Ceasefire (an evidence-based strategy rated effective) as well as the similar nine-step Drug Market Intervention Strategy (evidence-based). **Activities:** Use Compstat to assist with data needs, the analysis of crime drivers, and the identification of available police resources. Conduct a baseline survey of the neighborhood and in addition to community members consider including street level officers, probation and parole, and vice/narcotics detectives. Create a list and layered mapping to track known offenders of the targeted crimes. Review reports, intelligence and organize information.

Objective 6: Develop a strategy that offers a continuum of approaches to address the drivers of crime, including potentially, enforcement, prevention, intervention, and revitalization strategies. **Strategy:** Research-Based Policies and Practices of BJA. Continue using the evidence-based strategies of Operation Ceasefire and Drug Market Intervention. **Activities:** Receive training and technical support from BJA. Submit the final implementation plan to BJA for review, make requested changes and revisions and resubmit (as needed). Implement the approved strategies with ongoing TTA support.

Objective 7: Establish effective partnerships both to provide solutions along the continuum and commit resources to sustain what works. **Strategy:** Continue using the evidence-based strategies of Hot Spot Policing, Operation Ceasefire, and Drug Market Intervention. **Activities:** Maintain existing and establish new partnerships (initiated during previous objectives) to address identified crime problems and potential solutions. Contract with or secure in-kind services from local social service, code enforcement, and public safety providers.

Objective 8: Implement a comprehensive and coordinated strategy with support from the BCJI TTA provider. **Strategy:** Research-Based Policies and Practices of BJA, as well as all of the above listed strategies. **Activities:** (ongoing, repetitive for the three-year period): Convene local and federal prosecutors. Select high-impact targets within "standout" violent groups and take initial enforcement action. Identify probationers and parolees from each group. Identify and organize appropriate social services and engage providers to immediately assist those who want to improve their situation. Identify and build cases on call-in candidates. Mobilize the community and make contact with each offender's family to explain the goals of the call-in and extend invitation to assist. Contact each call-in candidate with event details and have services available that comprise the continuum of care each offender needs. Explore follow up interventions, including newsletters, community meetings, and assigning mentors.

Objective 9: Assess program implementation in collaboration with the University of Texas and other research partners, and plan for sustainment of effective strategies with private and public funding. **Strategy:** Use a quasi-experimental research design that compares changes in reported crime, calls for service, and disorder in the Rundberg neighborhood to other high crime areas of the city and to the citywide trends. A Sustainability Planning Guide for Healthy Communities (2010 CDC guide). **Activities:** Conduct ongoing data analysis and evaluation.

Create a long-term plan for ensuring the viability of the coalition. Ensure that community members are ready to respond to a changing environment. Update policies and procedures and train sustainability workgroup members to properly leverage resources and funding.

CAPABILITIES AND COMPETENCIES

A & B. <u>Community Partners Needed to Implement Program Strategies and the Capacity of Critical Partners to Implement or Enhance Program Strategies.</u> City of Austin Police Department, Applicant and Fiscal Agent, will oversee the required BCJI elements including research, data collection and analysis, planning and strategy development, community engagement, law enforcement operations and support, and resource and sustainability components. The City will closely monitor subcontracts and will complete all required financial and programmatic reporting. As the local law enforcement agency, APD anticipates dedicating a wide variety of support services, including neighborhood liaisons, additional district representative officers, and victim service counselors to accomplish project objectives. APD will work closely with other city departments, most frequently Neighborhood Housing and Community Development, Public Works, and Solid Waste Services Code Enforcement to coordinate resources. Over the 3-year grant period, the City commits to leveraging over $1 million in economic development funds, in-kind law enforcement activities, and youth programming dollars. The City has extensive experience in developing and sustaining large scale, multi-agency programs such as this and fully engaging residents to effect place-based change. Two examples: In February 2012, the City of Austin Police Department completed a 5-year strategy for a federally funded Weed & Seed grant in Central East Austin. Successful project activities are fully sustained and continuing. The Steering Committee, which was established in 2005 with government, businesses, and residential members, continues share

resources and meet regularly. In 2007, federal funding allowed for the development of an anti-gang intervention program within an 11-school area of south central Austin. Today, the program is fully sustained with non-federal sources. It has expanded well beyond the original scope of work to include citywide participation, an active Gang Intervention Team and Advisory Board, multiple cross sector partners, a prevention component, and an apprenticeship/mentor program (staffed by local professionals).

The University of Texas at Austin, Department of Sociology (research partner) will provide essential evaluation services, including data and strategic analysis, over the 3-year period. The services provided by the University will maximize the use of the resources and contributions of all project partners. Following the development of the implementation plan, the University will consider expanding its role in the project to include in-kind social services and youth programming. David S. Kirk (Ph.D., Sociology, University of Chicago, 2006) is a tenured Associate Professor in the Department of Sociology and a Faculty Research Associate of the Population Research Center at the University of Texas at Austin. Kirk was formerly Assistant Professor in the Department of Criminology and Criminal Justice at the University of Maryland and a Research Associate at the Urban Institute. Kirk has done extensive research examining the effects of neighborhood conditions on criminal behavior. Funding sources for his recent research include the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, and the Smith Richardson Foundation.

The Housing Authority of the City of Austin (HACA) is a privately managed housing authority and currently operates three low-income public housing developments in the Rundberg Neighborhood. HACA is considered a vital cross-sector partner and the involvement of this organization will be invaluable. Achieving program objectives will potentially position the City

and HACA for redevelopment funds, allowing for the transformation of current low-income property to mixed income, which in turn will create sustainable living. In addition to active participation in all phases of this program, HACA has committed to an in-kind contribution of $55,000. The housing authority was an active partner in the Central East Weed & Seed Program (described above). The successes of that partnership continue and are now resulting in multiple government and private-sector revitalization projects for low and middle-income residents.

The participation of community leaders is critical to the success of every stage of this program. Neighborhood leaders – Eleanor Langsdorf, Ann E. Teich, and Lisa Hinely – with the North Austin Civic Association and North Lamar Neighborhood Contact Team, assisted with the preparation of this proposal and are committed to a long-term partnership with the City and cross-sector partners. The capacity of the Rundberg neighborhood is seen in their relationships with community stakeholders in the government and business sectors. Residents work with the Austin Independent School District, apartment managers, city and county personnel, the YMCA, private waste disposal, HEB grocery, local libraries, CapMetro (transportation), churches, faith-based organizations, and non-profit outreach groups. Neighborhood leadership is aware of the time commitments necessary to achieve program goals and views BCJI as a tremendous opportunity to improve the safety and quality of life in and around their area.

The City of Austin has included letters of support (Attachment 5) with this proposal that demonstrate the support of the Austin Police Department, cross-sector partners, and two community leaders.

C. **Fiscal Agent/Cross-Sector Partnership Program Management.** The City of Austin Police Department will serve as the fiscal agent for this program. The Department currently administers a $267 million general fund budget, manages over $12 million in grant funding, and,

over the last 15 years, has completed grant obligations for projects costing several million more. APD has extensive expertise in managing both state and federal grants, and has the capacity to conduct the required accounting and auditing. The city will be responsible for all required programmatic and financial reporting. City of Austin Police Department Financial Accounting and Grants Management is composed of an Executive Staff member, a Financial Manager, three Finance Consultants, and one Grants Coordinator, with a combined 80 years of experience in grants management, as well as financial and governmental accounting.

Every grant awarded is assigned a distinct number that is used to track expenditures for the life of the grant. A Financial Consultant is assigned to each grant. The consultant is responsible for ensuring compliance and compiling reports for the review of and submission by the Chief Financial Manager. The drawdown of grant funding takes place with the express written approval of the Chief Financial Manager. All grant funds received are included in the City's single audit, which is conducted annually. The APD Grants Coordinator will work closely with the University research partner to identify data needs, sources of data, data collection plans, and ensuring the submission of performance data and semi-annual progress reports in a timely manner. The coordinator co-locates with the financial consultants and will act as liaison between the finance staff, Rundberg Revitalization Team, and subcontractors to ensure project and fiscal accountability. The City, in cooperation with the team, will govern any changes or modifications to program strategies.

Commander Stephen Baker directly oversees daily law enforcement operations in the Rundberg neighborhood and surrounding communities. Commander Baker will assist with this project by managing the day-to-day tasks and activities throughout implementation and working

closely with the University research partner to monitor strategy implementation and the status of program goals and objectives.

D. & E. <u>**Community Leadership and Experience of the Fiscal Agent in Implementing Similar Programs.**</u> The City of Austin has extensive experience with resident and community outreach. The City manages over 100 youth and family social service programs citywide and regularly hosts town hall meetings to address specific neighborhood concerns and educate the public. The Austin Police Department typically conducts community surveys on public safety issues annually and each of the eight patrol and support police commanders hold forums within their respective communities on a monthly basis. APD partners with government, business, non-profit, and faith based organizations to conduct proactive outreach and reach those in need at their time of need. The APD Office of Community Liaison assigns civilian liaisons to work with residents on public safety events (such as National Night Out) as well as in response to traumatic events, including homicides and incidents involving child endangerment. Crime reduction, prevention, intervention, and revitalization strategies are the focus of most APD grant and locally funded programming. The local initiatives described above (weed & seed and anti-gang programming) are just two public safety related APD programs multi-sector involvement, formal board structures, and currently impact economic development and revitalization projects. APD has been successful in sustaining each for the long-term due to healthy program and fiscal management, strong partnerships, and positive outcomes.

EVALUATION, SUSTAINMENT & PLAN FOR COLLECTING THE DATA REQUIRED FOR THIS SOLICITATION'S PERFORMANCE MEASURES

A. <u>**Data Collection and Evaluation.**</u> Dr. Kirk, research partner, will identify and confirm data needs, sources of data, and solidify data collection plans with assistance from the APD

Grants Coordinator. The City and other Rundberg Revitalization Team partners with relevant programmatic information will provide Dr. Kirk with properly formatted data, adhering to predetermined monthly schedule. The success of the City of Austin BCJI Program will be assessed using both federal and local performance measures. Dr. Kirk will review and analyze all available data sets to develop quarterly reports and a comprehensive evaluation, which will guide project staff in using the data to improve program offerings and ensure the success of activities. Dr. Kirk will meet regularly with the Rundberg Revitalization Team to provide updates and receive progress reports. The following table lists each program objective and details the program's evaluation criteria, measurable outcomes, and known data sources (and responsible agency) that will be relied upon to determine whether the objective was achieved.

Objective	Evaluation Criteria *and Specific Measurable Outcome*	Data Source / Agency
1: Identify a neighborhood with a concentration of crime hot spots which have for a period of time composed a significant proportion of crime or types of crime	Does a review of citywide and neighborhood-specific crime data reflect that the selected area accounts for a significant amount of the crime types under focus? *Density of a variety of crime types throughout the city. Density of calls for service. Monthly crime totals by census tract and police service area for the prior five years.*	UCR Reported Crime and Calls for Service / APD
2: Identify new and build upon existing planning efforts to revitalize the neighborhood and address issues that relate to the crime issues identified	Are there adequate new/existing planning efforts in place to effectively launch revitalization efforts and address identified crime issues? *Summary document describing existing and new efforts and the stakeholders involved.*	Rundberg Revitalization Team (RRT) / University of Texas
3: Enhance the Rundberg Revitalization Team with the presence of criminal justice, social service, and neighborhood revitalization partners	Are the appropriate members of agencies / organizations represented on the RRT? Is the RRT fully staffed to a level that will sustain the project beyond the 3-year grant period? *Number of RRT members and affiliation. Minutes from RRT meetings with record of organizations attending.*	RRT / City Leaders and University of Texas

Objective	Evaluation Criteria *and Specific Measurable Outcome*	Data Source / Agency
4: Offer ongoing community engagement and leadership building support and ensure the community is engaged in the process	Has the RRT been properly trained to complete their assigned responsibilities? Are a significant portion of neighborhood residents engaged in activities? *Number of training sessions. Number of RRT members with increased knowledge.*	RRT / University of Texas
5: Facilitate collaboration between the Austin Police Department, project partners, and the University of Texas to conduct an analysis of crime drivers and an assessment of needs and available resources	Are the lines of communication between the City, project partners, and research partners moving in both directions? Are requests for data from the University completed in a timely manner? *Completion of needs assessment deliverable and documentation of available resources.*	RRT / City and project partners and research partners/ University of Texas
6: Develop a strategy that offers a continuum of approaches to address the drivers of crime, including potentially, enforcement, prevention, intervention, and revitalization strategies	What specific strategy is the BCJI team going to implement to reduce crime and revitalize the Rundberg neighborhood? *Strategy sessions and develop of a strategy document.*	Rundberg Revitalization Team / University of Texas
7: Establish effective partnerships both to provide solutions along the continuum and commit resources to sustain what works	Are the partnerships fruitful and showing measureable impact? *Number of new partnerships developed. Number of partnerships committed to long-term implementation plan.*	
8: Implement a comprehensive and coordinated strategy with support from the BCJI TTA provider	Did crime, calls for service and physical order decline in the target neighborhood? Was implementation successful? *Number of offenders targeted for intervention. Cases build against offenders. Number of call-in meetings and the number of participants at the meetings.*	
9: Assess program implementation in collaboration with the University of Texas and outside consultant, and plan for sustainment of effective strategies with private and public funding	Are approved strategies affecting measureable change? Are the identified stakeholders fully engaged in strategy implementation? *Number of strategies showing success.* Did each strategy result in the strategic investment of resources into one or more of the following asset categories: developmental, commercial, recreational, physical, and/or social? *Number of secured assets.*	Research partners / City of Austin Police Department

The APD Grants Coordinator is currently responsible for the daily programmatic oversight, data collection and analysis, and performance reporting of 13 federal, 9 state, and three locally funded programs, six of which require reporting through the BJA Performance Measurement Tool. Internal audits are conducted every 6-12 months and a significant number of APD grants are included in the City's single annual audit. Contracts funded by grant sources are closely monitored for programmatic and financial solvency. All federally required performance measures will be provided to the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance in a timely manner.

B.   **Sustainability Plan.**   During the second month of the grant period, the City and research partner will form and convene the first meeting Rundberg Revitalization Team Sustainability Workgroup. The permanent workgroup will be comprised of local stakeholders from the government and business sector, city officials, cross-sector leadership, and community leaders. The APD financial consultant assigned to the grant will attend all workgroup meetings and monitor activity in cooperation with the APD Grants Coordinator. The workgroup will be responsible for maintaining a neighborhood "needs list" and tracking funded and unfunded items. Members will identify existing and future planned community resources. Members will receive training in advance of leveraging resources, fundraising, and promoting successful BCJI projects. The workgroup will meet on a monthly basis in their neighborhood, with a City staff member recording minutes and maintaining their schedule. They will network with local philanthropists, businesses, and partner law enforcement agencies to gain the additional resources necessary to support over the long term. The City projects the 3-year total project cost at over $2 million and the annual cost post-federal funding at $400,000. The City of Austin BCJI Program will be fully funded by the end of the grant period.