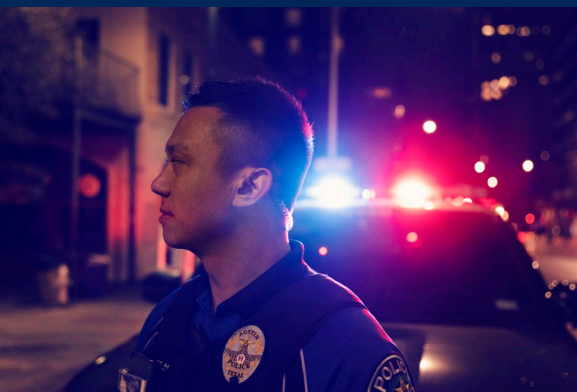




Austin Police Department



Strategic Plan

2024-2029

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VISION A Department that is trusted and respected by all and collaborates with our community to make Austin the safest city in America.

MISSION Keeping you, your family, and our community safe through innovative strategies and community engagement.



Message from the Chief

I am excited to share the Austin Police Department’s Strategic Plan for 2024 to 2029. Our team diligently crafted a plan rooted in our core values and aligned with our mission and vision, a plan that provides clear direction and establishes priorities.

We directly engaged with key stakeholders - our dedicated sworn and civilian personnel and our unique communities across the city - to develop this Strategic Plan. Through their valuable input, we created an organizational roadmap that allows us to deliver the most effective and efficient services for our community.

The foundation of our plan is built on these five strategic focus areas:

- Protect Austin
- Engage Our Community
- Develop Our Workforce
- Foster Leadership Excellence
- Enhance Organizational Capacity

Concentrating on these focus areas will better position our organization to navigate the challenges ahead and seize opportunities that arise as our city and Department evolve. It will also help us shape a brighter future in which APD is more innovative, transparent, community-focused, and highly trained.

I would like to thank everyone from our APD workforce and our community that contributed to the development of our first strategic plan. Your feedback, commitment, and hard work have been instrumental in shaping our future accomplishments. As we implement this plan, I am committed to fostering a culture of continuous improvement where we learn and adapt, celebrate our collective successes, and continue to engage our workforce and community to make Austin the safest city in America!

Robin J. Henderson

Interim Chief, Austin Police Department



Austin Snapshot

The Austin metro area is the fastest growing region in the country, and the City of Austin is a major driver of that growth.



City Population:
975,335



Population Under 18:
19%



Daytime Population:
1,160,340



Total Households:
458,505



Median Age:
34.5



Immigrants:
17.8%



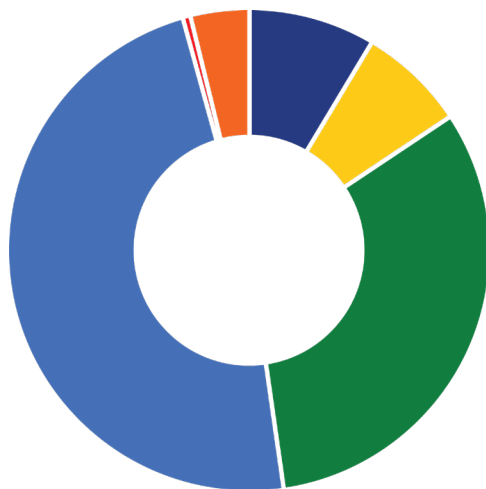
Population 65 & Over:
10%



Veterans:
4.0%

Source: American Community Survey 2022 1-Year Estimates

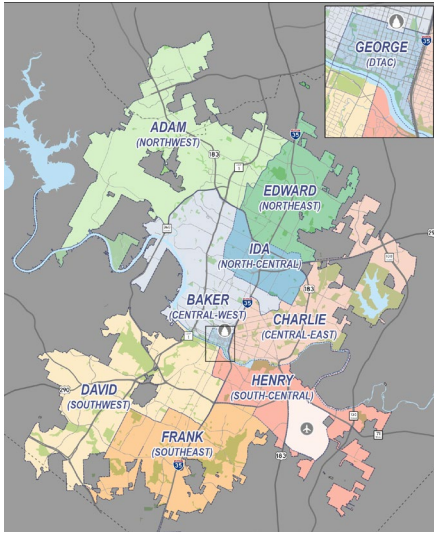
Population by Race/Ethnicity



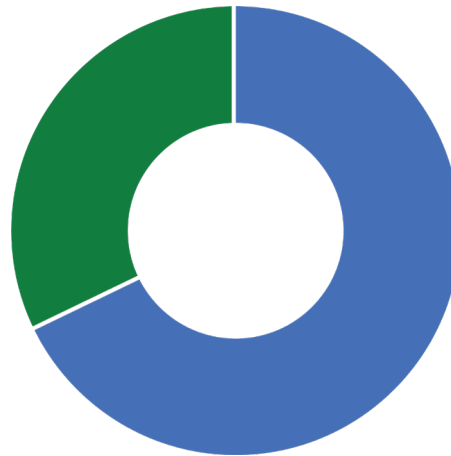
- American Indian & Alaska Native: 0.10%
- Asian/Asian American: 8.36%
- Black/African American: 7.25%
- Hispanic/Latina/o/x: 31.96%
- Native Hawaiian/Pacific Islander: 0.02%
- White: 47.7%
- Of Another Race: 0.40%
- Multiracial: 3.95%

Source: American Community Survey 2021 1-Year Estimates

APD Sector Map



APD Staffing Levels



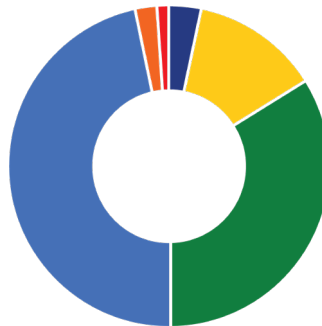
■ Civilian: 694 ■ Sworn: 1,458 Total: 2,152

Civilian Gender



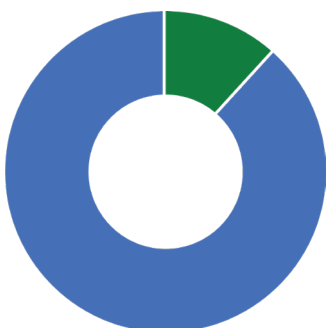
■ Female: 58.96%
 ■ Male: 40.92%
 ■ Non-Binary: 0.14%

Civilian Race/Ethnicity



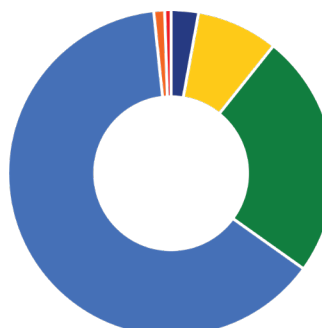
■ American Indian & Alaska Native: 0.14%
 ■ Asian/Asian American: 3.17%
 ■ Black/African American: 12.82%
 ■ Hispanic/Latina/o/x: 33.43%
 ■ Native Hawaiian & Pacific Islander: 0.43%
 ■ White: 46.96%
 ■ Multi-Racial: 2.16%
 ■ Not Disclosed: 1.15%

Sworn Gender



■ Female: 11.66%
 ■ Male: 88.34%

Sworn Race/Ethnicity



■ American Indian & Alaska Native: 0.07%
 ■ Asian/Asian American: 2.74%
 ■ Black/African American: 7.96%
 ■ Hispanic/Latina/o/x: 24.07%
 ■ Native Hawaiian & Pacific Islander: 0.07%
 ■ White, not Hispanic or Latino: 63.51%
 ■ Multi-Racial: 1.03%
 ■ Not Disclosed: 0.55%

Source: 2024 APD Employee Database, as of April 2024

Strategic Planning Process

With Austin undergoing continued growth and with public safety demands evolving and new challenges emerging, the Austin Police Department (APD) proactively initiated a strategic planning process in late 2022. To develop this plan, APD undertook a comprehensive approach including an environmental scan, stakeholder engagement, and collaborative framework development. This document is the culmination of these efforts and will serve as APD's roadmap for the next five years, driving priorities, guiding decision-making, and enabling APD to gauge progress and adjust course as needed.

These strategic planning efforts were spearheaded by committees comprised of APD staff, both sworn and civilian, representing various ranks and divisions. Recognizing the importance of stakeholder involvement, APD actively sought input from internal and external stakeholders, including staff and community members. Their valuable insights informed this strategic direction and will continue to enhance APD's responsiveness to community needs.



Strategic Planning Process

APD's strategic planning process was designed to ensure:



Staff Led Collaboration: The process was designed to actively involve Department staff at all levels, fostering a collaborative environment where insights and perspectives from diverse roles contributed to the plan's formulation.

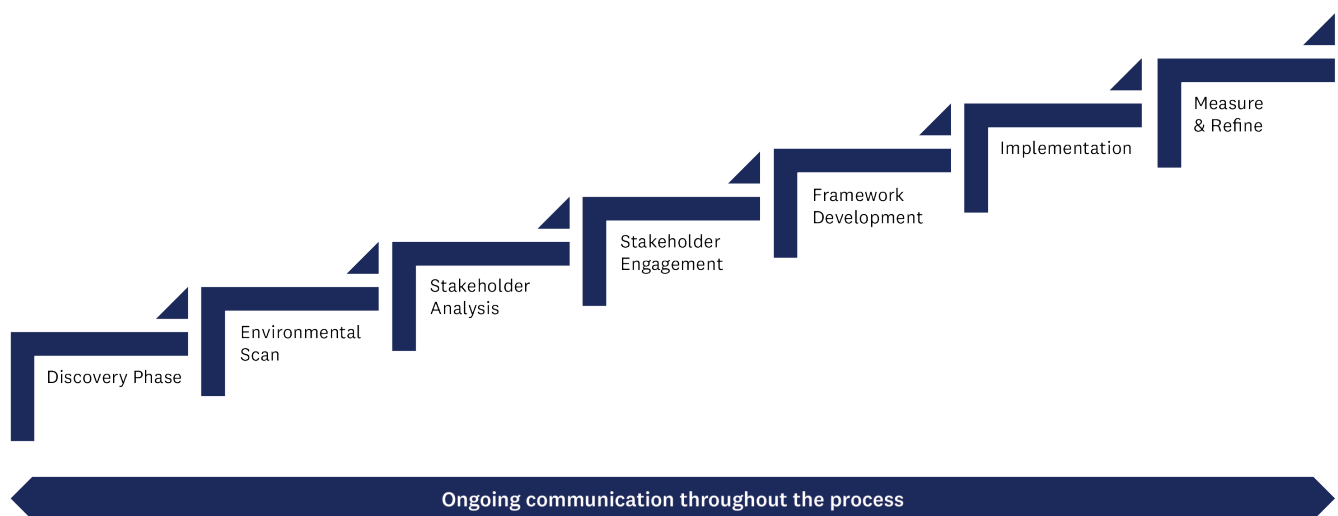


Community Engagement and Investment: Community engagement was a cornerstone of the process, emphasizing the importance of input and investment from external stakeholders to create a plan reflective of community needs and aspirations.



Holistic Understanding: Emphasis was placed on creating a shared understanding regarding the current state of the Department, including strengths, challenges, and opportunities, as well as the larger landscape of public safety. This comprehensive approach ensured that the strategic plan reflects an awareness of both the Department's internal dynamics and external factors.

Strategic Planning Process



Strategic Planning Process

November 2022 to June 2023

Phase 1: Environmental Scan and Stakeholder Engagement

The APD Strategic Planning Team conducted employee listening sessions, community input sessions, and interviews with APD leaders, captured and analyzed current APD efforts, reviewed strategic plans from other public safety agencies, and researched best practices.

During this phase, the Strategic Planning Team:



Hosted 16 listening sessions for APD staff



Distributed and reviewed a listening session form



Hosted 3 community input sessions



Reviewed the 2023 Kroll Workplace Climate Survey



Reviewed 11 Department reports



Reviewed 14 peer city public safety strategic plans



Conducted interviews with 16 civilian and sworn leaders



Strategic Planning Process

June 2023 to January 2024

Phase 2: Framework Development

The APD Leadership Team and Strategic Planning Team members reviewed the information gathered in Phase 1. Using the Department’s mission, vision, and values as the foundation, they developed a preliminary framework, including strategic focus areas and goals. These were taken back to the Department and our community for feedback and refinement. Informed by staff and community input and research, teams from across APD further developed the plan to include strategies.

During this phase, the Strategic Planning Team:



Hosted 3 framework development retreats with APD leadership and committee representatives



Hosted 3 community input sessions



Collected community input through a SpeakUp Austin survey



Conducted goal and strategy development work sessions



Strategic Planning Process

The APD Strategic Plan 2024-2029 includes:

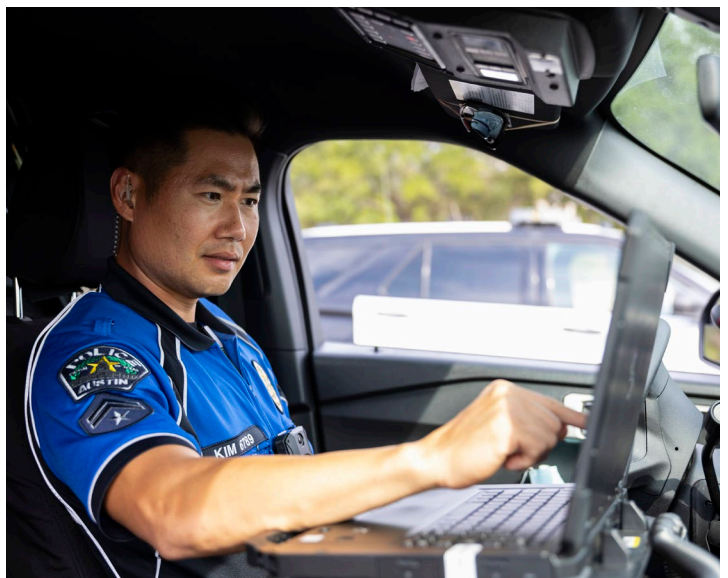
Focus Areas: APD’s high-level strategic priorities. These foundational elements will guide APD to advance its mission and achieve its vision. This plan includes five focus areas.

Goals: APD’s high-level objectives designed to achieve the desired outcomes within each focus area. Each focus area has three to five goals.

Strategies: Actionable plans or methods that APD will take to achieve its goals. Each goal has two to four strategies that will be further developed into action plans.

Measures: Indicators used to assess progress toward achieving goals. Each measure provides quantifiable benchmarks that help track performance, evaluate outcomes, and ensure accountability throughout the implementation process. Measure development is currently underway.

Throughout implementation, APD will update and adjust goals, strategies, and measures based on evolving trends, data insights, and stakeholder input.



February 2024 to Ongoing

Phase 3: Implementation

APD leadership adopted the plan and implementation has begun. Implementation includes sharing the plan broadly with staff, cascading the strategic goals into the everyday work of teams, and developing and refining work plans to ensure success. This plan will guide decision-making and allow APD to track success and refine actions over time.

Austin Police Department Strategic Plan 2024-2029

Vision

A Department that is trusted and respected by all and collaborates with our community to make Austin the safest city in America.

Mission

Keeping you, your family, and our community safe through innovative strategies and community engagement.



INTEGRITY - the cornerstone of Police work; without it, public trust is lost.

COURAGE - to make the right professional decision.

ACCOUNTABLE - to the community, the Department, and coworkers.

RESPECT - of the community, the Department, and most importantly, self.

ETHICAL - professional actions and decision making.

ICARE





PROTECT AUSTIN

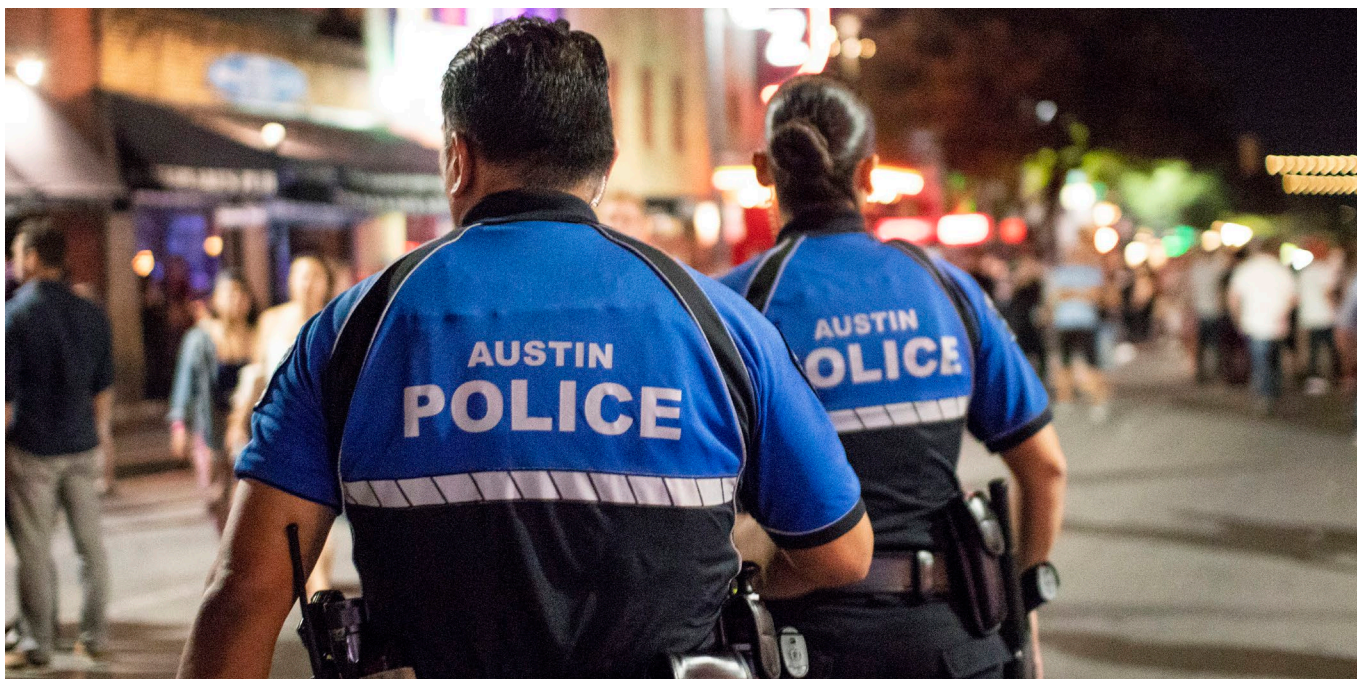
SUCCESS STATEMENT

We excel in safeguarding our City through proactive planning, innovative service delivery, and cohesive community partnerships that ensure safety and well-being for all, creating an environment where everyone thrives.

GOALS	STRATEGIES
Address Crime	<ul style="list-style-type: none"> • Explore alternative strategies to effectively respond to calls and best meet the needs of our community • Develop a plan to modify and reintroduce specialized units • Coordinate crime prevention and reduction efforts across the city using a multidisciplinary approach
Promote data informed decision making	<ul style="list-style-type: none"> • Implement and evaluate the Resource Intensive Service Calls (RISC) staffing model and unit • Ensure resources are allocated appropriately and equitably across the city for crime prevention and reduction efforts • Identify data needs of all sectors and units to improve understanding and use of data in decision-making • Define and expand the role of the crime analysis unit to support department personnel in delivering quality policing services
Ensure our unique communities feel safe	<ul style="list-style-type: none"> • Proactively identify and respond to community specific needs in crime prevention and reduction strategies • Ensure trauma-informed services are available and accessible to diverse cultures • Evaluate the needs of victims and survivors of crime and respond appropriately

Projects in progress supporting this focus area:

- **Resource Intensive Service Calls Unit:** The Resource Intensive Service Calls (RISC) Unit provides direct and efficient support to calls for service which require additional time and expertise. The RISC Unit works in collaboration with other patrol units to improve call response and clearance times across the city. By engaging the RISC Unit to cover resource intensive calls, other patrol units are able to return to service more quickly to handle other calls.
- **Collective Sex Crimes Response Model:** APD is implementing a multidisciplinary approach to addressing sex crimes through the Collective Sex Crimes Response Model (CSCRM) project. The CSCRM project brings together partners from across the city to collaboratively create a comprehensive system of change in close coordination with key stakeholders.
- **CompStat:** APD has reintroduced CompStat (Compare Stats) to enhance organizational capacity. CompStat is a strategic police performance management system focused on accountability in addressing top crimes and being responsive to community concerns. Additionally, CompStat facilitates data informed brainstorming and idea collection across the organization, enabling leaders to collaboratively generate innovative and effective solutions to challenges.





ENGAGE OUR COMMUNITY

SUCCESS STATEMENT

We deliver equitable services that are responsive and community-centered by promoting accountability and transparency, building trusting collaborations, and fostering meaningful partnerships.

GOALS	STRATEGIES
Strengthen community engagement and collaboration	<ul style="list-style-type: none"> • Evaluate the effectiveness and impact of current community engagement strategies and programs • Restructure community engagement programs with increased investment and civilian resources in alignment with evaluation findings
Promote transparent communication	<ul style="list-style-type: none"> • Create a user-friendly community facing dashboard • Develop and employ a comprehensive marketing and public relations strategy • Leverage multiple communication platforms to address community priorities, promote crime prevention, and foster engagement
Enhance the customer experience	<ul style="list-style-type: none"> • Ensure Austin Police Department’s website is user-friendly and effectively presents department information • Expand department personnel awareness of customer service basics and trauma informed practices
Continue to build trust and enhance relationships with our community	<ul style="list-style-type: none"> • Identify opportunities for cross departmental collaboration to improve safety factors within communities • Continue to support and strengthen current relationships with community partners • Expand proactive outreach, cultivate new partnerships, and solicit input from diverse groups and individuals throughout Austin

Projects in progress supporting this focus area:

- **Community Outreach:** APD is engaging with the community through regularly scheduled Community Connect meetings. These meetings offer an opportunity for community members to communicate directly with APD to share thoughts and ask questions about their neighborhood safety.
- **Website Updates and Data Dashboard:** The APD website is continually being updated to be more user friendly and informative. Recently, a new data dashboard was added to the website, allowing users to interact with relevant, up-to-date data. Additional website improvements and broader datasets are planned for future iterations.
- **Community Connect for Cadets:** APD continues to work in collaboration and partnership with various community agencies and groups. A significant highlight of this work includes the Community Connect program for APD Cadets. Cadets receive classroom presentations and interactive experiences with numerous community agencies including Any Baby Can, OutYouth, Mothers Against Drunk Driving, Jail to Jobs, Casa Marianella, AGE of Central Texas, the Sobering Center and many other local groups that serve our city.





DEVELOP OUR WORKFORCE

SUCCESS STATEMENT

We are a diverse and highly trained workforce where every employee feels valued, engaged, well-informed, and has a strong sense of belonging.

GOALS	STRATEGIES
Foster a climate in which employees feel valued and included	<ul style="list-style-type: none"> • Improve workplace culture through expanded civility and emotional intelligence training • Evaluate and refine strategies and practices related to continuity of operations • Foster collaboration and knowledge exchange through increased opportunities for formal and informal peer-to-peer learning and mentoring
Retain a diverse and skilled workforce	<ul style="list-style-type: none"> • Develop formal onboarding and training expectations for all roles and ranks • Strengthen and expand employee recognition programs • Promote employee resilience by improving accessibility and enhancing wellness programs • Foster awareness of internal career opportunities through career progression plans and coaching
Promote a culture of equitable learning and development	<ul style="list-style-type: none"> • Evaluate and enhance learning and development programs to ensure accessibility and alignment with departmental objectives • Expand training opportunities and partnerships with other City departments and external training institutes • Provide the highest quality internal instruction through formal instructor development and evaluation, incorporating best practices in adult learning
Recruit a diverse and skilled sworn and civilian workforce	<ul style="list-style-type: none"> • Enhance the recruitment pipeline through applicant support and career pathways programs • Broaden the reach of the recruitment program through innovative outreach methods • Identify additional resources to further enhance the recruiting program



Projects in progress supporting this focus area:

- **Partnership with Texas A&M Commerce:** APD has established a Memorandum of Understanding (MOU) with Texas A&M Commerce, ensuring officers' acceptance into the Criminal Justice Bachelor's of Science program. Participants receive college credit hours for APD academy training and tuition costs are fully covered by the City of Austin's Tuition Reimbursement program.
- **Mentoring Program:** A renewed focus on mentoring throughout APD has fostered greater cross-departmental learning and silo breaking. APD is currently piloting a cadet mentorship program to provide both formal and informal mentoring opportunities.
- **911 Staffing Enhancement:** Enhancements to APD's 911 staffing showcases a commitment to providing swift and efficient emergency response services. APD has made tremendous strides in staffing with the implementation of a career progression plan and has significantly improved answering times for emergency calls for service.





FOSTER LEADERSHIP EXCELLENCE

SUCCESS STATEMENT

We cultivate a culture of exceptional leadership throughout the department, empowering leaders at all levels to drive positive change, embrace innovation, address community needs, and ensure an inclusive and thriving internal environment.

GOALS	STRATEGIES
Enhance leadership capabilities at all levels	<ul style="list-style-type: none"> • Develop a comprehensive leadership program and invest in leadership development at every level of the department • Identify and document essential skills for all roles and ranks and align and develop training opportunities accordingly • Clearly identify leadership skills, training, and expectations necessary for career advancement
Empower employees	<ul style="list-style-type: none"> • Strengthen systems and tools to provide meaningful performance feedback across all roles and ranks • Establish various avenues for employees to communicate suggestions and ideas with leadership • Provide employees with the necessary resources and authority to implement innovative solutions and improve service delivery
Promote leadership accountability	<ul style="list-style-type: none"> • Increase leadership involvement and visibility at all levels • Establish transparent expectations for employees, outlining roles, responsibilities, and expected standards of behavior in alignment with departmental values • Foster a culture of peer accountability, encouraging leaders to hold each other responsible for actions and decisions

Projects in progress supporting this focus area:

- **360 Degree Evaluations:** Comprehensive leadership evaluation and feedback is crucial to leadership development. APD is implementing a pilot program which uses the 360 degree evaluation model to ensure leadership receives a broad array of feedback, fostering an environment that encourages self-development and continuous learning.
- **Peer Leadership Program:** The peer leadership program trains facilitators to lead bi-monthly peer meetings, fostering collaboration among leaders from across the department and encouraging them to share insights and enhance leadership skills.
- **Chain of Command Engagement:** A new initiative is underway that promotes regular engagement between Commanders, Lieutenants, and their teams. Leadership at these higher ranks regularly participate in shift and team meetings to foster open communication and understanding.





ENHANCE ORGANIZATIONAL CAPACITY

SUCCESS STATEMENT

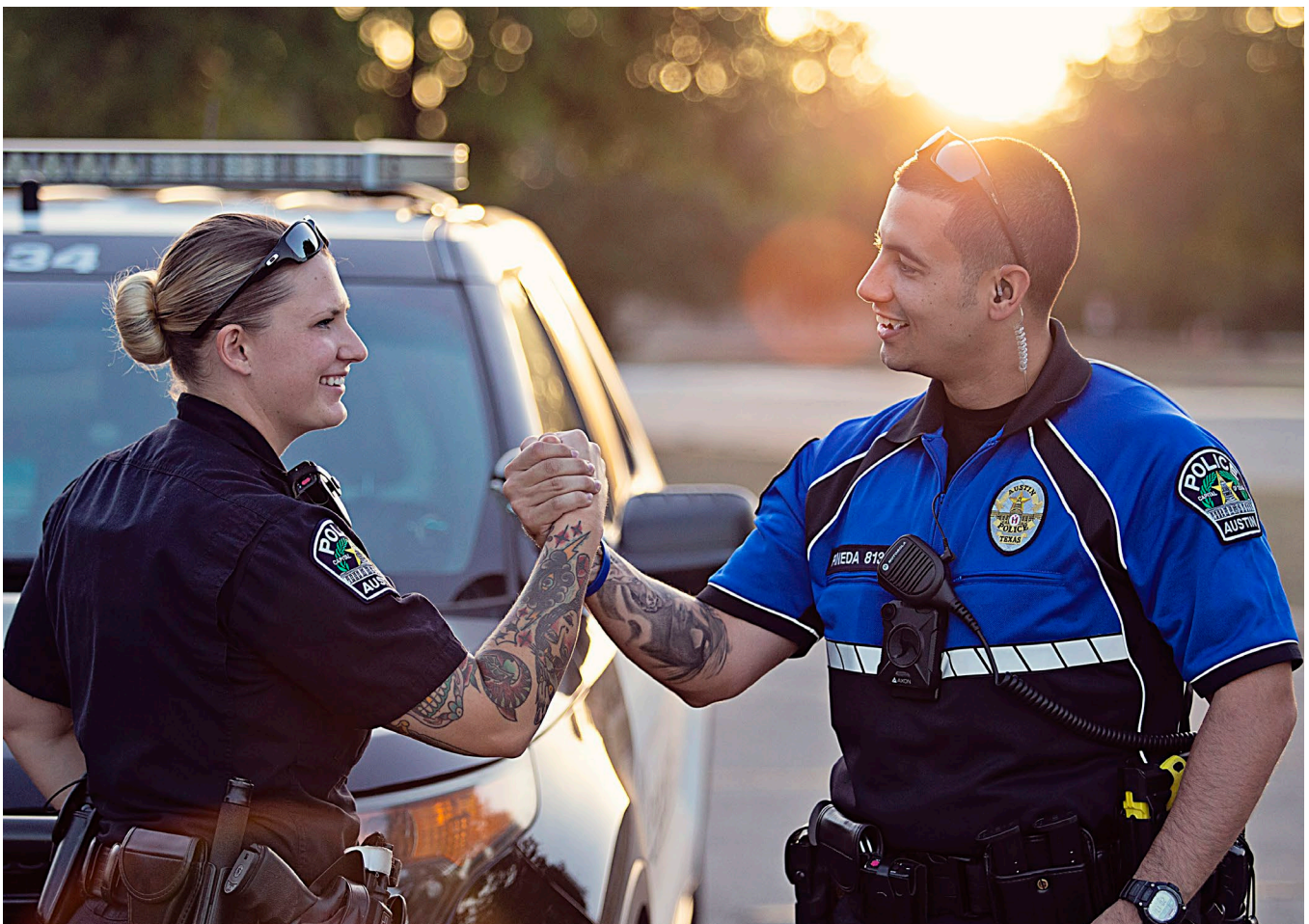
We are an exceptional organization driven by process excellence and sound resource management, proactively and equitably responding to the evolving needs of our community, our workforce, and our city.

GOALS	OBJECTIVES
Improve internal communication	<ul style="list-style-type: none"> • Create communication plans to deliver complete, accurate, and timely information to employees • Leverage and optimize technology as a tool for department communication and updates • Assess the effectiveness of existing communication practices and identify areas for enhancement
Optimize internal processes	<ul style="list-style-type: none"> • Identify processes in most critical need of streamlining and implement process improvements • Develop performance indicators for each unit • Document and utilize standardized procedures and processes to ensure continuity and seamless handovers
Ensure proper alignment of people, resources, and workload	<ul style="list-style-type: none"> • Evaluate civilian and sworn job functions and restructure based on organizational needs • Protect employee well-being by actively managing workload • Evaluate and optimize resource allocation to maximize operational efficiency and effectiveness across all functions

Enhance Organizational Capacity

Projects in progress supporting this focus area:

- **APD SharePoint Redesign:** The APD SharePoint site, a web-based collaborative employee platform, has been redesigned to ensure greater engagement and retention of knowledge. The SharePoint site is becoming a single source of information and serving as a repository of key communication and documentation for APD employees.
- **Reserve Officer Program:** Recently, APD launched its first-ever Reserve Officer Program. The retired officers within this program are able to serve as a critical resource for the city and APD. The program offers staffing support for numerous special events across the city, allowing active APD officers to continue to serve the community through regular policing.
- **New Timekeeping System:** APD has adopted the City's electronic timekeeping system and is beginning deployment. This new system will minimize errors in timekeeping, improve tracking and payment for overtime hours, and streamline business administration.



Implementation & Accountability

APD acknowledges that translating the goals and strategies outlined in this plan into actionable steps requires a multifaceted and comprehensive approach, one that continues to engage with and be adaptive to the needs of our community.

APD is committed to successful implementation through:

- **Transparent monitoring and reporting:** APD is establishing mechanisms to track progress in achieving identified goals through the use of performance measures and milestones. Performance updates will be generated and shared with the Department, stakeholders, and our community to foster transparency, celebrate successes, and address areas for improvement.
- **Ongoing engagement and alignment:** APD will integrate goals and strategies into daily operations, crafting and refining work plans to ensure progress towards strategic goals. Additionally, APD remains committed to informing and involving our community throughout the implementation process, continuously learning, and adapting the plan to address changing needs.
- **Flexibility and adaptability:** APD recognizes the dynamic nature of public safety and the evolving needs of the community. APD will remain flexible and adaptable in its approach, ready to adjust strategies and tactics based on performance measures, data insights, and stakeholder input. This commitment ensures that actions align with the changing landscape, promoting effective responses to emerging challenges and opportunities.
- **Resource allocation:** APD is committed to allocating resources effectively and efficiently to support the implementation of the strategic plan. APD will prioritize investments that align with strategic goals and maximize impact.
- **Ongoing communication:** Open and transparent communication channels are essential for successful implementation. APD is committed to maintaining regular communication regarding the plan with stakeholders, partners, and our community to share progress, address concerns, and solicit feedback.

Acknowledgements

We extend our sincere gratitude to our staff and community members who generously contributed their ideas, insights, and feedback to shape this strategic plan. Your valuable input has been instrumental in guiding our vision for the future of APD.

A very special thanks to the multitude of those who contributed their time and expertise:

- Strategic Planning Committee and Goal Team members who worked tirelessly to ensure the success of our strategic plan
- APD Leadership for their support and guidance throughout the process
- APD staff who shared frank and honest feedback and recommendations during the numerous APD listening sessions
- Community members who shared their experiences, concerns, and time during our community input sessions and through the online survey
- Community facilitators who shared their wisdom and expertise to ensure the success of our community input sessions
- Community partners who donated their facilities and goodwill
- Numerous City staff and Community Police Academy volunteers whose participation and commitment was instrumental in gathering input from our community
- Talented APD and other City staff who diligently worked to assemble and refine the strategic plan

Your commitment to excellence and collaboration has been truly commendable.

Appendix

Summer 2023 Community Engagement Outputs

Community engagement is a critical component of strategic plan development for a police department. Engaging with the community through meaningful dialogue builds trust and increases legitimacy for this process.

Three community input sessions were held in June 2023 to gather input from the community about their vision for the future of APD and to better understand the community's perspective on both the current state of APD and their priorities for the Department's future. Skilled community facilitators led tabletop discussions with 6-8 participants. Spanish and American Sign Language interpreters were available at all sessions.

These facilitated discussions focused on four primary questions:

Question 1: What does it mean to you to feel safe in your home and/or community?

Question 2: What challenges/issues, if any, contribute to you or your community not feeling safe?

Question 3: What role should Austin Police Department play in creating a safe community? What should APD keep doing? What should APD change or do differently?

Question 4: How can APD continue to improve trust and build stronger relationships with community over the next 5 years?

Overall, community members* expressed support for additional police presence and a desire for collaboration with APD. However, some community members did express fear and apprehension at increased presence while still expressing a desire for collaborative problem solving. Generally, community members described feeling less safe citing issues with increased gunshots, persons experiencing homelessness, and unsafe driving. Community members feel frustrated with the lack of clear and transparent communication from APD, lack of clarity in APD's role, and inconsistent and unequitable response to calls.

*Throughout the Appendix "community members" references those that participated in the community input sessions.

Additionally, community members described systemic challenges to feeling safe, including affordability, lack of trust in police response, and disconnected communities (i.e., gentrification and growth). Many community members also expressed sentiments that we heard from internal stakeholders, like a desire for more support from City leadership and frustration with the broader criminal justice system.

The main themes of the Community Engagement Outputs are captured below.



Feeling Safe

- Absence of fear
- Absence of racism
- Mutual respect and consideration
- Community trust and connection
- Officer presence and engagement
- Consistent, fair, and trusted police response
- General respect for law and order across community
- Clear and transparent communication
- Education for community and police
- Economic security and safe streets
- Basic human needs are valued and met
- Police and community have strong relationship



Barriers

- Racism (systemic and individual)
- Violence in communities (particularly gun violence)
- Disconnected communities
- Police policies and training (particularly when focused on warrior mentality)
- Lack of engagement and connection between police and community
- Police shortage and inability to respond
- Non-equitable enforcement of laws
- Economic instability within the community
- Growing mental health challenges
- Lack of solutions for unhoused persons
- Disregard for law and order within community leading to unsafe streets and environments
- Traffic, drug use, harassment
- Limited funding and resources for public safety and public health programs
- Poor communication with community
- Inaccurate and misleading information from community platforms (NextDoor, etc.)
- Lack of support from City leadership

The main themes of the Community Engagement Outputs are captured below.



Role of APD

- Connect with community
- Transparent and thoughtful communication and messaging (both positive and negative)
- Data informed and person driven
- Strong and positive police presence
- Honest accountability and oversight
- Broad-based training opportunities (relevant and transparent)
- Clear, consistent, equitable, and fair response to calls and incidents
- Be part of the solution to effectively address public safety concerns such as homelessness
- Identify and use technology and partnerships to be more effective and efficient
- Greater focus on guardian mentality instead of warrior mentality



Role of Community

- Support for more resources and funding for officers
- Respectful communication
- Collaborate with police to support the community
- Engage in larger efforts to address societal issues; these are not solely police problems
- Personal and neighborhood accountability

Fall 2023 Community Engagement Outputs

APD held a series of three community input sessions to solicit input from the community on the proposed strategic plan. Community members were also able to provide direct input via the Austin SpeakUp website. During each of the meetings, APD's Interim Chief of Police, Robin Henderson presented the draft strategic plan framework to community members. After the brief presentation and a question and answer session, community members were invited to visit several tables set up around the room. Each of these tables offered individuals the chance to answer targeted questions about the strategic plan, community engagement, communication, and trust. A skilled facilitator was available at each table to engage in dialogue and elicit meaningful feedback. Additional APD sworn and civilian personnel were also present and available for discussions with community members.

The main themes are captured below:

Question 1: What excites you about the focus areas and goals?

- **Implementation:** Overall, people are excited about the plan that was developed. Some individuals want to see actual implementation to ensure it comes to fruition.
- **Training & Development:** Providing training and encouraging leadership opportunities were cited by multiple individuals as positive attributes.
- **Community Engagement:** Participants enjoyed the opportunity to provide their input and would like to see more events like these.
- **Increased staffing:** The group expressed excitement over increased staffing and strategies to recruit high school students.
- **Diversity:** Recruiting diverse staff that reflect the community they serve was mentioned several times as being important.
- **Building Trust:** Neighborhood watch and community policing were areas that community members want to see highlighted.
- **Safety:** Some individuals expressed a need for increased efforts to respond to crime in their neighborhoods and enforcing rules related to traffic violations.
- **District Representative:** Community members stated they would like to see this program increased. Another individual said they have warm feelings about getting to know their local officer.
- **Data Informed:** Some individuals said they like the idea of data informed decision making and that it adds to needed transparency.

Question 2: What concerns do you have about the focus areas and goals?

- **Recruitment and Retention:** Concerns about turnover and staffing shortages emerged. Participants would like to see an emphasis on recruiting individuals from the community with vested interest in the city. Some would like to learn what barriers keep people from applying and being hired.
- **Oversight:** Several people mentioned the Office of Police Oversight (OPO) and Prop A, expressing a need for increased transparency and accountability.
- **Community Engagement:** Community members want to have increased engagement and promotion of difficult conversations to further this plan.
- **Safety:** Several people discussed a need for increased safety with a focus on victims. The idea that “victims” were not directly represented in the draft strategic plan was brought up several times.
- **Partnerships and Alignment:** There was concern about a lack of clear focus on partnerships and alignment with other city agencies to increase capacity.
- **Austin Police Association (APA):** Some mentioned concerns about the perceived resistance by APA to make changes and increase accountability.
- **Data:** Some were concerned about being able to measure goals, obtain valid data, and maintaining data security.
- **DWI and Traffic Enforcement:** Participants want to ensure there is emphasis on increased traffic safety and the possibility of reinstating the DWI unit.
- **Diversity and Inclusion:** Some expressed a need for concrete plans to reduce racial disparities.
- **Other:** Community members shared concerns about city council undermining plans and the amount of money needed to implement these goals.

Question 3: What does community engagement and collaboration look like to you?

- **District Representatives & Presence in the Community:** District Representatives (DR) serve as a key connection for much of the community. There is a strong desire to enhance resources allocated to the DR program to allow for more meaningful engagement. DRs should be more present in the community and empowered to respond to community input. DRs should hold events in the community and partner with local nonprofits and neighborhood organizations such as HOAs.

- **Communication/Reporting:** Increase transparency by publishing annual reports on the website. Use social media to connect with residents and share upcoming events.
- **Listening:** Provide more opportunity for public input so people feel heard.
- **Relationship Building:** Increase positive interactions with the community through small personal conversations and interactions.
- **One-on-One Interactions:** Engage one-on-one with residents through ride along or walking beats. One person stated they have been trying to schedule a ride out since the spring.
- **Transparency & Accountability:** Ensure community oversight occurs and respond to community requests for changes to the Police Academy Training.
- **Response to Calls:** Respond to calls of any nature and 311 reports. Get to know neighborhoods enough to target high crime areas.
- **Unhoused Students:** Awareness of and engagement with unhoused students and the need for mentoring students.

Question 4a: What information would you most like to see on the APD website?

- **Dashboards:** Crime information in a way that is user friendly and allows for neighborhood level results.
- **APD processes:** Infographics on common processes, links to most used services, and shortcuts for filing a report and requesting information.
- **Event calendar**
- **DR contact information**

Question 4b: What types of stories or information from APD do you find most valuable?

- **Crime Statistics:** Participants would like to know crime statistics for their area as well as the city at large.
- **General Information:** Everything from good news, community FAQs, how to get ahold of APD, and the DR contact information.
- **Top News:** Police activity in the area, major cases and their outcomes, and stories illustrating crime statistics.
- **APD Updates:** Videos illustrating a day in the life of APD, promotions and the APD organizational chart, and progress on these goals.

Question 5: What specific ideas do you have that would help APD build trust and enhance relationships with our community?

- **Community Engagement:** Overall, participants would like to see more events like these meetings and have continuing opportunities to provide input. Ideas included sporting events, a community book club, and family game nights.
- **Communication & Marketing:** Humanize officers by sharing honest stories via television or posters. There were a few comments related to website usability testing. Some people are also interested in an APD podcast or engagement with police radio stations.
- **Neighborhood Approach:** Hold neighborhood watch training, policing neighborhoods, and hosting a holiday package delivery at substations.
- **Children, Youth, & Families:** Reach children early by partnering with schools and being present at community events. Ideas such as face painting, coaching sports, hosting a family game night, and teaching cybersecurity classes in schools were mentioned.
- **Race & Social Justice:** Restore faith in police damaged by over policing, statistics on use of excessive force, and willingness to call out behaviors.
- **Diversity, Equity, & Inclusion:** Build an understanding of cultures by holding meetings to learn about the migrant community in preferred language. Recruit more Spanish speaking officers.
- **Community Events:** Host events such as community night out, midnight basketball, adult summer camp, walk a mile in my shoes training, UT student self-defense class, and know your district.
- **Response Times:** Respond in a timely manner within acceptable business hours. One house call was made at 11 pm.
- **Oversight:** Build a stronger relationship with OPO and promote citizen oversight.
- **District Representatives:** Communicate how District Representatives influence APD and do you know your DR competition.
- **Crisis Intervention Team (CIT):** Feature the team in a podcast or video so the community is aware of the team. CIT hosts a de-escalation training for community members.
- **Traffic:** Reinstate the traffic enforcement division and increase the accuracy of accident reports.



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Austin Police Department

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