

Transcript: Austin Council Budget Work Session
August 17, 2016

Speakers (alpha order):

- Chief Art Acevedo, Austin Police Dept.
- Mayor Steve Adler, City of Austin
- Asst. City Manager Rey Arellano, City of Austin
- Richard Brady, President – Matrix Consulting Group
- Council Member Gregorio Casar, City of Austin
- Council Member Sheri Gallo, City of Austin
- Council Member Delia Garza, City of Austin
- Council Member Ora Houston, City of Austin
- Chief of Staff Brian Manley, Austin Police Dept.
- City Manager Marc Ott, City of Austin
- Council Member Sabino Renteria, City of Austin
- Council Member Don Zimmerman, City of Austin

Brady

Good morning. I'm Richard Brady. I'm the president of Matrix Consulting Group, and I was the project manager on this assignment. I worked very closely with you, with the police department and the community throughout this study. What I would like to do, Mr. Mayor and members of the council, it's good to see you all together because I've met you all individually so I also get to see what it's like collectively as well. I'd like to spend a few minutes to talk about the results of our study and then to answer your questions about what we did, how we did it and what we came up with. Let me start out here.

Let me just remind all of you and for everybody else here what we were asked to do. This was a comprehensive study designed to look at everything that is community policing. Certainly we started out from the principle that it has to be defined within the police department. It needs to be a comprehensive set of principles that permeates the organization in terms of everything it does. In terms of its leadership, its management, in terms of who they're hiring, how they're training them when they first get recruited, how they're field trained, how they are trained every year thereafter in community engagement and community policing kinds of principles. How staff are supervised, the policies that underlie everything that they do. How they work with the community and everything else I haven't mentioned.

It's only once all of this is in place that you can start asking questions about how many people you need to make that work, because every community needs to define what it is they want their community policing to be, the kind of employees they want to do it and how they're supported throughout that effort. We looked at both of those but we did them in that depth and in sequence. The report that we put together is 200 and some odd pages that talks about what the police department is doing right now, complements them on some very fine things that they're doing, as well as recommends room for improvement in the various programmatic aspects of it. Then looks at their staffing needs as well.

While this was a comprehensive study, the methods that we used to do the study were very comprehensive too. Extensive input from the department first of all, but also throughout the community as well and I'll explain that in a minute.

Certainly as you look at the report, I think there's many numbers in here as words, so there's a lot of data that underscores that as well. As we went through it, we raised issues with current practices within Austin's police department as it relates to community policing, compared that to what we consider to be best practices in law enforcement, as well to other communities that we looked at. We reviewed our progress both with the city and with the police department as we went through it.

The input was a really important part of this process. First of all, within the police department, we interviewed well over a 100 individuals within the police department. So that's not just managers within the police department but many first line supervisors, unit supervisors and even some line staff. We supplemented that with an employee survey. We thought it was important to give everybody an opportunity to provide some input to us on current services to the community and issues associated to that, with that from their perspective. 1170 police officers and civilians responded, so a very high response rate which underscored in fact many of the issues that we raised, and complemented many of the good things that the department is doing right now as well.

From outside the police department, we interviewed council and staff and the mayor. We also had an extensive process of getting input from the community. First of all, we had community meetings in most of the council districts, as well as meetings with various groups and other kinds of organized stakeholders within the community. I think in the district meetings alone, we had over a couple of hundred people attend those meetings. Each of them lasted a couple of hours, and provided a lot of input to us on the current state of police community affairs and engagement, as well as opportunities to improve it. Everything that we looked at and everything that represents their interactions with the police department.

As I mentioned, we talked with a lot of other stakeholders within the community, the Downtown Austin Alliance, the Greater Austin Crime Commission, of course the Public Safety Commission, various planning and neighborhood groups we met with on a request basis, as well as individuals who represented themselves or other formal or informal groups. There was an awful lot of input in that way. We also had a community survey, an open community survey to which we got about 1700 responses which is really good. We got a lot of input from people about the state of community relations right now, the things that they'd like to see different in terms of community services. As I said, a very comprehensive process.

Before we go any further, I've heard a lot of discussion here about what is community policing and I think I need to talk a little bit about that before we go any further. I've been doing this for a long time, for over 30 years. Community policing has been often a buzz word, buzz phrase, as well as an organized set of programs and approaches to providing law enforcement services, and everything in between. Ranging from officer behaviors to creating units or capabilities like

you have here with district representatives. Sometimes it addresses various activities that police officers do, even if it's just getting out of their cars or having walking beats or bike beats for a certain period of time. It's important that now it's more than that. Now, more than ever, police departments like Austin and in the city of Austin, and every major and minor city, small city throughout the country.

The past couple of years, certainly ever since Ferguson and everything that's happened in police interface ever since then. It's come to a head because there's recognition that there needs to be some substance for this, for whatever community policings are. The department of justice actually has a community policing unit, and they've actually come up with a definition. I've got it up here. It's a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder and fear of crime and that is a mouthful. The three important elements to it are partnerships with the community, the principles that underscore what it is to the community and it's also problem-solving. That's really what it has to be.

As we describe in the report, as we'll talk about here today what it is for any particular community has to come up from within the community. There is no other Austin in the United States, there may be another community called Austin but there is no other place quite like this in terms of its problems, and in terms of the solutions to those problems. I think the president's 21st century report on policing provides a very talk-free place to start. The police department has reviewed that and is working towards it. I think it underscores everything we're doing as a consulting firm now. What its conclusions principally are is that community policing is not a thing. It's not a definition that you have 36 people like district representatives in Austin do. It's everything that is policing as council person Garza mentioned, council person Houston mentioned.

It's every interaction that the police department has and it's the support that's provided to that. It's a more holistic type of thing. I think that this report is an implementation of that idea. It's an analysis of what the police department is doing and in what kind of way. I'll use community policing as shorthand for those three things, which is what are the principles, what are the partnerships with the community, and how is it problem-solving and people made accountable for it. It's important to note that it really is everything that is policing today. There were a lot of compliments made to the police department this morning as I've listened and those are all very justified. As we've gone through our project, there are major strengths that support everything that the police department is doing now, to be efficient and effective, and as well as to be engaged with the community, and to solve problems in the community.

The district representatives were a really great idea and they exist in every council district and every police region. They keep in touch with the community.

They support community groups, they do things that police officers aren't charged to do or don't have time to do, and work with community groups. Extremely important. District managers and region managers, the managers throughout the department are actively engaged and committed to community service. Commanders in each region hold periodic, usually about quarterly, meetings with the community to talk to them about what the problems are in the community and strategies that they could employ with the police department to address and resolve those issues.

There are many programmatic ties between the police department and the community especially those supporting youth. The community liaisons, the Explorers program, the police activities league, the constituent liaison that works with you and in the interface with the police department. A lot of very important interfaces that results in community needs being met. Here, in the last couple of years, you've had a very important project, a landmark project, the Restore Rundberg project which was created to work with the community in just the ways we're saying here today and to solve problems. To involve the community, to use data and to use police officers directed to solving problems in the community with demonstrated success, not just in terms of moving crime around, but reducing crime. There's a very important tie and coherent set of strategies that were used here.

As the chief mentioned, there are a lot of changes that are being made right now. The police department hasn't stood still waiting for this study to be completed. The police department has used its budgetary process in the last two years to look at the way it's conducting business and address problems like its high number of vacancy rate, it's high vacancy rate, and getting people on the street and recruiting training and doing a better job of that. There's been a lot of changes that we'll talk about here. On the other hand, there are certain issues within the police department that relate to the focus of this study and that's really what we spent most of our time in this project focusing on. I want to say though in summary that most of these changes are more evolutionary than revolutionary.

We're really trying to find ways for the department to work better and using its, the things that I just mentioned as its successes to have it be more effective in providing community service. The issue that we have to start out with is that community policing and the way that I've described it is not a coherent strategy within the department. Yes, they have a definition of community policing in their policy, but it's not something that permeates the department. It's not something that underscores what they're doing in terms of recruiting, training, supervising staff and being engaged with the community. That is something that really needs to happen within the department. The very first hour we were on this job the police chief mentioned to us that one important element of community policing is that it's a mindset.

Absolutely agree that it's a mindset. It also has to be supported in concrete ways by specific policies, by looking for people who have characteristics consistent with that philosophy. You train them to hone and perfect that approach and that mindset. You support it through training first line supervision, et cetera, so that everything comes together. It's siloed. Again, lots of great ideas but many of these great ideas are siloed. They're not really cross-fertilizing good ideas in one part of the other and using the success of one program to even inform other parts of the department. I think a lot of what we're talking about here in this report addresses that. As a result, a lot of the internal support for community policing in the department needs to be consistent with these strategies. Whether it's people in the human resource types of areas working on diversity kinds of issues and sensitivity issues both with respect to dealing the community, as well as even internally.

Training and recruitment first line supervision et cetera aren't on board with this being the central organizing principle of what we're doing in policing. The department needs to be more accountable and transparent for effective community policing. Like most departments, the Austin police department collects a lot of information. They report a lot of information about calls, about accidents, about citations, but it's only in nascence, it's only in the early process of looking at what's effective and what results are working for the community. They've recently created going down the road of an intelligence-led policing kind of effort, hotspot policing kind of thing where they're using real-time information to see what police officers are doing, and measuring over a long period of time what's happening with crime in the community. That's the kind of thing they need to do more of and we'll talk more of here as well.

District representatives I mentioned are a very valuable resource to the community, but consistency is lacking by region and even on an individual basis based on who the district representatives are. Something needs to bring this together. All this is well and good but as we'll talk in a little bit, you can address all the things that we've talked about here. We've got 62 recommendations here and 56 of them relate to the ways in which the department could do a better job of supporting, being engaged with the community, to finding and training people to be consistent with it et cetera. In patrol, one of the most important avenues for community interaction, they don't have the opportunity to be involved with the community as you would like besides responding to calls with current resources.

Let's go through some of the support things in a little bit more detail. It does start out with management leadership and we start the project report with that. The first thing the police department probably needs to do is develop a process in which community policing is defined. I gave you a policing definition, you can find one from another department but they don't recommend that. You can use the one that you've got in policy but it really should come up from within the community. What are the problems within the community, how do those vary within the community, and what kind of strategies do you need to address that.

That's something that they can do immediately to work in each part of the city, to get groups together of concerned stakeholders within the community, and define what the problems are that they need to address, and strategies for addressing those communities.

What comes out of that is a management accountability system for whatever community policing is and whatever our moral response are proactive, problem-oriented policing organization should be. There are metrics behind that. That will be evolutionary. It needs to first of all be defined by whatever the community thinks are those problems. Some of these things and some of them I've heard today mentioned to the effects of things like homelessness and mental health issues on the resources needs that you need anywhere in the municipal government take time. Some of those measures, some of those performance measures, accountability measures, short term are process things and make sure that they're doing it with long term strategies for crime reduction, for making police officers more proactive and solving identified problems in the community et cetera.

They need to be measured. They need to be reported internally and externally. Not just to you but to the community. It needs the leadership to make that happen. When I say leadership, I'm not just referring to the two gentlemen here, but leadership goes all the way down throughout the department. First line supervisors are leaders, they mentor their people. Mid-level supervisors, they are managers, they're making their first line supervisors accountable for community service and for being productive, generating results in the community. It's something that permeates the entire organization in terms of how you direct training for that, how you define what they should do, how you evaluate their performance in doing that and looking at the results of those kinds of efforts.

We mentioned some of the recruitment efforts. Part of the problem right now and you do have a really significant problem in the department. I think you mentioned that turnover rate has gone up in the last year or so to something like 7%. The vacancy rate is something like 19%, more than twice that. You really do have a problem. Some of that is the problem that all law enforcement agencies have today. It's very difficult to recruit for police officers anywhere for a variety of reasons. They're close to full employment economy in large parts of the United States, so a lot of the employees that you'd like to attract and bring to the police department aren't available. There are national stories that undercut that as well and those are really important. There are some areas in which you get in the way of yourselves, and that's where the police department is working.

Recruitment I think and hiring comes in three different areas, how do you attract people, especially people who aren't normally maybe thinking of police employment as a first step; how you facilitate their application and their testing process; and then how you make decisions. Right now in the Austin police department, it takes about 18 months to fill a position. Most of the departments

we work with, it's closer to a year. There are some decisions that you've made, there are some practices that you have that makes that 6 months get in the way. Some of that you want to do, you're doing more advanced officer training in the academy than most police officers do, and that's a good thing. In other ways in terms of making it easy for people to fill out applications, for evaluating the applications et cetera, it takes a lot longer to make a decision and the backgrounding process takes a lot longer.

They need to focus on reducing that period of time, because that on its own, if you took it from 18 months to something like 14 or 15 months, reduce what is 147 people today to something like a 100, which is the number of people that are coming out of the academy in the next 6 months here. That's really very important. In terms of attracting people, you need to go through some non-traditional ways of attracting people who might have social science kinds of backgrounds. A lot of departments are focusing on that now, and not just doing the military recruitments, other police departments and those types of things. You need to promote not so much the warrior mentality. You need to promote other things like community engagement and solving problems to attract people.

Those are some of the strategies people in other departments are using. Once you get people in the department, they need to be trained more effectively in community engagement and community policing, proactivity and problem-solving. There's an element, a very important element in the police academy where they're doing that, where they have an immersion program and get people, recruits involved with the community. It's not supported elsewhere in the academy training. It's not supported in the field training, it's not supported with the annual training that they have. When supervisors get promoted, when managers get promoted, they don't specifically get anything in any of these principles we're talking about here and they should.

Lastly, the community programs are really important. I think they need to be integrated better. They've recently been brought under the recruitment arm, so they recognize that that's a good feeding mechanism for young people eventually to become police officers as they go from receiving toys to becoming Explorers, to being involved in other aspects of the program, to eventually get them involved maybe as a non-supporting person in the police department or eventually a police officer. Let's talk about field services right now. You've heard a lot over the last couple of years about how little time police officers have in the field to be proactive. Our numbers are a little bit different but they've essentially been right, except it's even worse than that. I think in the last couple of studies you've heard another efforts that they've had the police department has said, anywhere between 17 and 19% of their time is to be proactive. We feel it's 22%.

The problem is that that's a 24/7, 365 average. In the details as we'll show in a little bit, that except for downtown and during the activity and during the non-activity hours of the day when most people are asleep that **police officers have essentially zero time to be proactive**. Sometimes minus because they've got so

many calls that they're holding that they can't respond to. Significant problem to do any of the things that we just talked about in the last 10 or 15 minutes. There's only limited opportunities to redeploy staff to address that. District representatives as I mentioned provide a valuable link to the community. That's not possible with patrol resources and right now they are essentially your only proactive link in terms of sworn officers to the community.

As I mentioned, even among district representatives, their roles in the community vary quite a bit. I've got a series of graphs and I'm not going to show you much except to a limit. What we've done here is that we've defined a level of proactivity that is appropriate. I think the police department in the last couple of years has cited us maybe, national research organizations, other consulting firms, other cities, that saying that a **proactivity target of 35 to 45% of police officer time is the amount of time they need to be effective**. They're largely right. The way it works is that until you get to levels like a third of their time, that the time they have to be proactive happens in such small increments of time, that they can't use it very effectively. It happens a minute or two or even seconds and it's not really distributed in ways that it's like 20 minutes an hour.

You can do it that way once you start getting more proactive time. You could pull somebody off shift and have them work in a region-wide kind of a way for certain kind of problems but that time doesn't exist. As you get lower as well, other things happen. **Because they're always involved handling calls, they're always juggling what's a more important call to respond to. In the middle of a call they are having to cut it short to go to another call that may be higher priority. They're cutting the time working with the citizen's short. Backup isn't there. It's an officers' safety issue as well.** All these things become an officer moral issue too because they feel as evidenced by our interviews with them, and certainly in the employee survey that this is important to them, that they want to be more involved in the community but they don't have many opportunities to do it.

What I've shown in these series of graphs here and I'm taking each police region and I've shown the number of hours that meet that 35% threshold by day of the week. It's only the green ones that represent that. You can see district one which is the central part of the city. Only a couple of what are those, four hour time blocks two days of the week meet that threshold. The northern part between 2am and 6am, there's a couple of time blocks a couple of days a week, one a little bit later. Then the same 10:00 in the evening to 2:00 in the morning time block there. The east region, same kind of thing, early morning one time block one day of the week, 10pm to 2am. And a couple of times blocks in the middle of the week. South, same thing, 2am to 6am, some time blocks mostly throughout the week. Then a couple of time blocks in the late evening, early morning hours.

Then there's downtown where your highest risk is. A lot of activity but not a lot of calls to support the deployment there, but that's not the only reason why police officers are there. They're there for risk, they're there for when things do

happen, they require multiple officers. That's the one place where you have a special kind of proactive need that they're able to address. They're basically 69% of the time to be proactive, plus they're getting units from other parts of the city during high activity times, which helps make the other districts worse. **All the other districts are 13 to 15%, which again is no proactive time. That's a significant issue.** Let me get back to the why 35% and why not 40 or 45%. We're just looking at patrol, the people who are assigned to deal with response to calls for service center are deployed in the field. There are other proactive enforcement units and capabilities within the department.

District representatives are virtually 100% proactive. The Metro Tact Team, virtually 100% proactive. You've got other capabilities, traffic et cetera. If we were to measure the total community proactivity it would be higher than that, but it wouldn't be in patrol. If we start from the principle that we want everybody to be involved in community policing, your biggest part of the department is a notable gap in that effort. What were our recommendations here? In order to meet that 35% threshold, you need something in the order of 66 police officers and 8 corporals to be able to achieve that and that's above the number that you've been talking about earlier this morning. We've shown how that would be distributed throughout the city. It's important to note that because Austin is still growing, these needs increase every year. These increase by approximately given the growth that we understand will be happening in the city over the next five years, by about 20 officers per year.

These are your needs for 2017 as we've projected. There are a variety of strategies you can employ to address that, reducing the number of vacant positions will certainly help because you're above the normal factor that you've allocated for that. Use of overtime, other sorts of approaches like that. There's other things you can do. We've talked about civilianization here this morning. There are a variety of kinds of roles that civilians can play in the police department. The deputy chief of staff Manley mentioned having civilians play leadership roles or programmatic roles in recruitment training, those types of things and those are good roles for people to play, because there isn't active industry for police support service managers out there that can fulfill those roles very adequately.

There are two other kinds of roles that we've been recommending here. The police department has focused on one of them recently as well. One is that when you look at everything that district representatives do, they don't all require police officers to do. A lot of the support to groups, some of the maintenance to groups, even providing some programs, some of the code enforcement types of things that district representatives do like abandoned cars and things like that, these are things that non-support personnel can do, and do in many departments in the state, Arlington for example. We've recommended that you start off with 12 of the district representatives be converted to community services officer classification and look at all the things that we do. I've got a two

page list description of all the things district representatives do and make a decision for yourselves with the community again of what things make sense.

We also recommend that you convert some of the resources that police officers, some of those calls that police officers are responding to today to different ways of handling calls for service. This is an active field in police departments today of making decisions about what do we need to respond to. Unfortunately, many police departments are saying we're going to stop responding to things and that's unacceptable to you. Or we're going to find different ways of responding. You've got a small telephone reporting unit for very, very minor types of things, use it more. Have Internet reporting if somebody's just trying to get a police report for insurance purposes. An important strategy that we recommend is start out with a pilot program of community services officers who can respond to minor calls for service in the field.

They might be minor thefts, they might be some of the code enforcement things that patrol officers respond to. Work with the community on what would be a good set of things that they could respond to. Does that mean that you inflexibly respond with a community services officer when somebody calls 911 with a problem? No, you could triage that if somebody is accepting of that, fine. Send a CSO. If they're not, send a police officer or send both of them. Over a long period of time, with public education and acceptance, this is something that many, many police departments throughout the country have been doing. If you just start out with 12 CSOs, you can raise proactivity yet more by about 2 percentage points just by keeping the number of calls that they respond to lower, and having different strategies to respond to requests in the community.

I also mentioned the district representatives, so I've already talked about that. Again, the police officers don't need to do everything so work with community, work internally to do that. An important part of this recommendation is that, an important part of this concept of how you need to stop working in silos and bringing it all together is there needs to be leadership specifically about these proactive enforcement units. We've recommended a lieutenant who the district representatives, sworn or civilian report to, who make sure that the district needs are cared for, the individual needs that vary by city, as well as what should be the district representative program overall. As well as to make it accountable internally and to the public, and to make sure that there's cross-fertilization of ideas among these various programs. To make sure that they're all coordinated.

How will this all make a difference? Again with appropriate time and patrol, you can stop the disconnect between what much of the department is able to do in terms of community interaction, and what patrol officers are able to do. Again to recognize that community policing is part of everything that's being done. In the community meetings, under the community survey we heard a lot about what's great, our district representatives are great but the only time we see our patrol officer is when he's driving down the street and passing us. That's most people's only interaction with the police department right now. Secondly, that proactive

and problem oriented policing would be better coordinated once they have that time through analysis, working with the community and reporting back on the problems.

The district representatives would be better coordinated at a more consistently high level within the community. That the support mechanisms within human resources recruitment training, policy development and review within the department and performance evaluations and first line supervision will be better within the department. The community will be brought into this more. I think it's important to talk about all these things and the way you measure and account and report back to the community are really important. Except for the extra people that we're talking about here, the police department has 100% control over implementation over these recommendations or not. It's important that they start with the implementations of these principles, and they have in many areas as we've mentioned, as they've mentioned in terms of recruitment does particularly kind of techniques.

You don't want to add people to an environment in which these kinds of disconnects occur. We're not talking about a long period of time. We're talking about something that could take a few months. You need that fabric, that framework in place as you start adding yet more resources than what you've already made the decision to add. Probably talked a little bit longer than I should have but I'll answer your questions.

Adler That was helpful. Ms. Gallo.

Gallo Thank you so much for the report. I really do appreciate it. I've got a couple of questions on page, no pages, sorry we don't have pages. The page how the study was conducted which is more or less the [inaudible] page.

Brady Yeah.

Gallo You talk about comparing Austin's community policy to six peer agencies. What were those agencies?

Brady It was Fort Worth, it was Arlington, it was San Antonio so, three in state, three out of state, Denver, Portland and San Diego. Most of those cities and their police departments, we have personal familiarity with. We also used this less as a way to find communities in your population group that we can compare you with and get some comparative metrics. Arlington is not close to you in terms of size. We tried to use this survey more aspirationally so we can find good ideas that we can use here. Some of those good ideas were things like the centralization of some sort of philosophy; the involvement of the community in the development of that, some of the performance metrics and to make you and the police department and the community comfortable, the use of civilians in various roles, including responding to calls for service.

- Gallo **Thank you for that clarification. If we looked at Fort Worth and San Antonio being more similar in size to Austin and also being Texas cities, what were their percentages as we talked about field proactivity?**
- Brady **Much higher. We did a study for San Antonio a couple of years ago and we updated the numbers. Just as an aside here, we didn't specifically ask that question in the survey because each agency counts it differently as we found out here. We know San Antonio quite well and it's about 36%.**
- Gallo Okay, and then what about Fort Worth, what's the other one?
- Brady **It was higher than 30%** but I'm not sure exactly what it is.
- Gallo Okay, all right, thank you.
- Brady Their downtown again really skews it as well because they've got their entertainment district which has a lot of resources dedicated to it.
- Gallo Okay, thank you.
- Brady The variation is an important point and so we could get an overall number like you have had here, but again the devil is in the detail. Those graphs that I showed are the important part of looking at deployment and how many people you have.
- Gallo I appreciate the graphs. They are really helpful. The information for the graphs came from the department or came from your analysis of the activity of the police department?
- Brady We got hundreds of thousands of calls for service data dumps from the computer aided dispatch and records management system. So directly from the card system and used that information ourselves to generate all of the analysis in the report.
- Gallo Okay, super. Then one last question, the analysis of the control staffing, where you were talking about the additional officers and corporals that are needed. I'm just curious when the field proactivity downtown is so substantial and I understand the difference in the type of patrolling that's done there. When it's so substantially different in percentages from the other areas, I'm just trying to understand why you would recommend four more officers there versus placing those four officers into the other areas of Austin.
- Brady To do different kinds of things but also to reduce the number of times that police officers from other police regions are coming downtown. See, they're factored into here. It's not just the people who are assigned to each one of those districts, but the net effect of how they're used every day of the year. We're trying to add people so that happens less.

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Gallo I can understand that concept but it still is taking [inaudible]

Brady All other districts are affected by the fact that downtown has these great needs. Downtown will always be higher because of all the people that are coming into town and the risk that that represents. Most of those people aren't generating calls, but you need to have people there who can handle them when they do and because when they do happen, they need a lot of officers. You've got special purpose people there too.

Gallo So that's what I'm trying to understand from your chart, but it just looks like the percentages are really high already downtown.

Brady Oh, they are.

Gallo And they're really low in the other parts of our community.

Brady Right.

Gallo I'm just trying to understand the concept of still needing to place officers downtown when you have such substantial needs in other parts of the community. I understand what you're saying, that if you put more officers downtown, it will keep other officers from coming from other areas.

Brady Correct.

Gallo It seems like the importance would be having the other officers in those areas increased first and then you deal with the issue of pulling officers from those areas.

Brady Right.

Gallo I was just curious. That was so substantially different in percentages.

Brady Right.

Gallo I was surprised to still see a recommendation [inaudible].

Brady And it will be, it's a different thing than the rest of the city as you know.

Gallo Okay. If you could not address all of those additional officers and you were looking at less numbers, would you still allocate them in the percentages that you've shown here?

Brady There are a variety of decisions you can make. You can make the decision that I think you're going for [inaudible]

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Gallo I'm asking you as a recommendation to all of these.

Brady Yeah, sure, you could. That would be one of the district needs, the outlying districts to downtown are probably the greater need and that's why they have the greatest number of people recommended.

Gallo Okay, all right, thank you.

Brady Also they're so far away from meeting some minimal standard of proactivity.

Gallo Okay, thank you. This was a great presentation and great information. It's really, really helpful.

Brady Thanks.

Gallo Thank you.

Adler [inaudible].

Zimmerman Could I just have a quick follow up on that question before we leave it if I could? Its just to somebody that's not familiar with these statistics, it just seems like a staggering number, like nearly 70%. The other areas are down at 13 to 15. For Houston, Dallas, San Antonio, are these consistent numbers with the other side of it?

Brady Yes, most large cities that have active entertainment districts, San Diego being one, San Antonio being another, Fort Worth being another, they all have downtown districts. Downtowns don't generate calls because they have different populations. During the daytime it's one population that doesn't have a lot of call generation except for things like traffic and things like that, maybe a burglary and things like that. At night, with the influx of people, you've got the risk that you're trying to ...

Zimmerman I appreciate that [inaudible]

Brady Sure, the concept itself to initiate activity is really important in this too. You can't do many ... When we're saying problem-solving, we're talking about doing something with that uncommitted time. It isn't free time, it isn't time just to roam around randomly, it isn't time to be available for another call. It's time to generate activity, and so they're doing that downtown.

Zimmerman It's just and I'm going to leave this but my point is I've talked to quite a few constituents that are concerned about the focus. The magnitude of the focus and attention downtown that leaves the suburbs unattended. I was just addressing the magnet. If you're telling me that it's the same in other cities, I bet the suburbs in other cities are also equally unhappy. So much attention is being placed on downtown and so little on the suburbs but I appreciate the data, yeah.

Brady **They are but let me put this out there. This level of proactivity overall is the lowest we've ever seen and we do this quite a lot.**

Casar Thank you for your work with this Dr. Brady. I really appreciate it and I remember when we authorized your contract that I asked the chief if you were hopefully going to say some things that I didn't want to hear, and hopefully say some things that he didn't want to hear, and I think you've achieved that. It's a good start.

Brady Thank you.

Casar I appreciate your honest work on all this. I'm most interested in the long term recommendations in the report, but you're in a budget session and we've got a few weeks before we have to pass the budget. My first question is going to be sort of the short term, which is that while once you have some critique around whether or not we have a robust enough framework to execute the community policing that we want. While at the same time you have noticed the lack of resources as well in order to achieve that. In this given budget, the city management recommendation does not have the 60 something officers. Instead it is about 30. Do you concur with that recommendation at this time or would you concur differently with what it is that we should do on a short term basis this year, next year.

Brady **Right. In point of fact, if you made the decision to hire 66 people, it's not going to be until later in 2017 when those people are going to be there. We're saying that the need exists now. The need for the 66 is our projected need for the next fiscal year. It's going to grow by 20, roughly 20 police officers a year for the next few years.** I guess we're saying that police services are kind of an infrastructure that needs to be addressed. You never heard from me or seen in the report anything about officers per thousand. This is really about what is a demonstrable need, what is an effective utilization for staff. There are strategies to meet that shorter and over the longer term. One is that with the hundred people that are going to be coming on board, that will help raise proactivity right there.

There are strategies such as overtime. Overtime in this department is extraordinarily low, I'll just say that. We normally see benchmarks of 7 or 8% of patrol officer budgets, patrol budgets rather being dedicated to overtime. Yours is about 3%, so you've got some room to deal with that short term. It doesn't take as much time to hire civilians or use this telephone reporting unit as it does to hire a police officer. There's that kind of strategy. It's going to take you a while. You can't do this overnight. **You can't get from zero or 22% overall to 33% overnight. It's going to take at least a couple of years.** There are strategies in place now and things that you can do short term to reduce the number of call for services that they're responding to, and add staff over time.

Casar Do you concur that the city management's current recommendation is fine for this year? Or would you move that upwards or downwards?

Brady **Our recommendation is that 66 people and 8 corporals rather are what the need is.**

Casar Okay, thank you. Then I had one last follow up question which is actually a point that council member Garza brought up recently, which was that ... It was two different points, one the alarm systems and then two, the amount of time spent on arrests that could result in citations. Did you look at any of that for our department? Or have you see that be utilized to any success in other cities?

Brady Yes, definitely. The chief is right. The verified response issue is very controversial across the country. It's certainly controversial for the alarm industry and it's controversial for people who have alarms that get a delayed response or no response as a result of that. Most of the communities that I've worked with are modifying that. It's not a strict response, no response without verification. It's comprehensive in that you have a strong alarm ordinance that has permitting and inspection and I think you have some of these in place like progressive fines and things like that for problems.

Over time, you want to get the alarms down, and have policies for recurring and information systems in place, so that for recurrent false alarms that you don't drop everything and get there in two minutes. On the other things about the citations, yes, there is more that you can do within Texas law in order to reduce the number of arrests, but it's still a call. It reduces the amount of time on the call, and they should be encouraged to do that, as well as some of the other operational things we're talking about like telephone reporting unit use and things like that.

Acevedo Just as a point of just information, we do have telephone reporting and we do have online reporting, so we do both and we do have a cite release program that other departments around us aren't using. However, I have a feeling with a new DA coming to Williamson County, they're going to start citing more and following our lead on that.

Brady Yeah.

Casar Thanks.

Adler Okay

Adler I have a question. From everything that I've heard including council member Renteria the concept of community policing and having the time I think seems to be really important for our city and not just in the discussions in our city but the discussions that are going on in other cities. The conversations that came out of

the work that was done by the president and his 21st century community policing. It seems to me that from where I sit that we need to move in that direction. We need to do that. It's how we get from here to there that I'm having trouble with and that I need help to be able to figure that out. You have analyzed the history from the data with respect to how much available time there is for our officers on the street to be able to do the community policing.

I think that's really important, the work that you did, my understanding is that the concept of community policing goes beyond just staffing issues. It's the kinds of things that you've talked about that I understand our leadership has embraced, because I've heard them speaking out in community groups. It's first and foremost, it's a philosophy. It's dealing with organizational strategies, you said. It's a systemic use of partnerships. It's focusing on problem-solving techniques, and it's being proactive. Those things with the recommendations that you've made, involve many things in addition to staffing issues. I'm real supportive of all those. I'm also supportive of making sure we have the right staffing. Let's focus on staffing issues for just a second.

You've looked at the officers that are on the street and you've said you need to add more than 66, it's 66 plus 8, 74 officers on the street in order to be able to have the bandwidth to be able to do the community policing, plus growth in years after that. We've heard testimony that we have at this point 147 positions that are vacant, but because of the advances that we're making in recruitment and in training, we're going to be bringing a lot of those officers online and on the streets, which I think is great. We've heard that there's an attrition rate of 4 and a half, four to five officers a month. Of those 147 units, if we were to put those out, it sounds like 50 to 60 of those need to come out just to replace officers that we're going to be losing.

If I take 60 to 75 a month, if I take 60 off of that then I have 87 positions that will be coming in that we've funded that are vacant at this point, plus in the budget the manager gave us brings in 33 more people. That's 87 from the vacancy level, 33 people with this budget. I count that to be 120 new officers out, separate from meeting attrition rates. Could that meet the need for the 66 additional officers that you're talking about?

Brady

In part. Again, the vacancy rate is twice what the turnover rate is. You're taking a long time to fill those positions for a variety of reasons. You will always have vacant positions and we calculated that in the net availability in our analysis of how many police officers you need. The problem is that you haven't done a very good job of filling those positions. So 147 under a more normal turnover and replacement program would cut that, it's going to be a little different here because of the way you treat the academy.

It's you're always going to have 70 or 80. That's figured into this. The people who are going to be coming out of the academy in October and in January realizing that over the next 6 months, that other people will be leaving at 4 to 5 a month

kind of a rate, will get you down to our starting point of what that analysis is, of more normal turnover and replacement value for the people that you need to get to that 35%.

Adler On top of the efforts to fix the recruiting and the training after we fill those positions, after the 147 goes down to you said 70 or 80 number?

Brady Right. We have figured something more like a 5 or 6% vacancy rate and your current is much higher. Over time, that's where you need to be, otherwise the problem's worse.

Adler The number, the 66 takes into account the additional 100 that are coming out of the cadet school?

Brady It does.

Adler Okay. We have a budget that is ... Again, I want to do the community policing, I'm trying to figure what the path is in order to be able to get there. **We have a budget right now that's 70% public safety.** If we were to bring on ... I don't know what the normal or what the benchmark is for percent of budget that's public safety.... About 70%. If we're talking about going above 70% to do this, is there a corresponding ... If we're setting priorities, if our priority needs to be community policing, how do we do community policing and still have the appropriate amount of our public safety budget that's in line with where the public safety budget needs to be in order to be able to ensure that we maintain the wonderful work that we're doing with respect to crime in this city but also add for us the community policing component that appears to be and sounds real to be the way we need to go.

How do we get from here to there to do that? Do you know? Have you looked at the budget overall? I ask that question in part because this is a council I think that's been really supportive of public safety and police. As I look at what the increases have been in past years, it's like a 40, just over 40 million dollar increase, 3 or 4 years ago, 42 million dollars increase three years ago, this council increased the budget by 40 million dollars and then this year, coming in since, we've come in with the body cameras and the like we're increasing the budget by 70 million dollars, and that's before we've done the additional officers with respect to community policing. I want to be able to deliver community policing for the community because that sounds like the right thing to do. I just need help figuring out how we get from here to there.

Brady Well, there's at least a couple of questions and how you get there is one of them, but the other one is how do you know that what you are dedicating and whatever resources you spend on public safety, you're getting what you want out of it. We didn't look at the entire city budget. We just didn't do that, because we didn't want to go in that direction. We wanted to say what's the need and what's an appropriate approach to community policing. How are you doing and

what can you do better about it. It really does vary quite a bit because some cities have utilities, other cities don't, so that the number really does, the percent really does kind of vary. In terms of what you're doing, so it gets back to what do you get for whatever you're spending and what are you going to get out of this additional people?

If it's just the ones that you've authorized over the last year or so, plus these other ones. That's where the accountability and transparency and the performance management need to come in, so that they're not going to respond to more calls, those are given, they don't generate the calls. They will generate officer initiated activity that if it's defined in advance in terms of what the problems that they're addressing, there'll be some results for that. What are the results that come out that? Ultimately, its things like reduction of crime and community satisfaction. You can measure those things but like the discussion about crime trends here, it doesn't go like that. It goes like this. It will vary, so you have to look at those things over a long period of time. Short term over the next couple of years, it's really process-oriented things that will ultimately lead to affect these measures.

First of all you need, as we've described, to involve the community in terms of defining what they want to know to know that they're feeling safe, and develop some performance measures around that, as well as some of the things that we've talked about. Some of that is process about how do we involve the community, the kinds of varies that we're looking at, how are we using the time that this proactive time that they have to be directed to community problems. Then long term, what is going to be the result of that. That's an important part of it. How do you get there is a process over the next I would think 6 months, that deals with the first 100 pages of this report, or the president's 21st century policing report, and comes up with specified approached to fixing those issues.

Adler You're telling us the plan to get to community policing?

Brady Yeah.

Adler And I want to do that.

Brady Yeah.

Adler But what I'm trying to figure out is from a budget standpoint, from an overall budget standpoint, how do we do that in a way that is sustainable in the community.

Brady Yeah.

Adler If the 71% of our budget that's spent on public safety is the right amount to be spending on public safety, then how do we spend those dollars? If we should be

prioritizing community policing. I mean this budget has us adding over 40 new people in EMS.

Brady Right.

Adler I'm sure there are really strong, good reasons for us to do that. I'm just trying to figure out is what we're saying to the community, in Austin, Texas we have to spend more than the benchmark with respect to public safety, because we have a challenge or an issue. Or we have a goal different from other communities.

Brady Yeah.

Adler Or if not and this is what we should be spending on our public safety then what is the appropriate way for us to be able to spend that money in a way that gives us what we want and that's the help that I'm looking for.

Brady If I can sort of say what I said earlier differently and you guys pitch in too, we're not saying that the benchmark is a certain amount of expenditures. We're saying that the benchmark is do you have the time to make a difference in the community. Right now they don't, period. There are other things that they can do.

Adler I think the question probably isn't so much for you because for me, you've made the case on community policing.

Brady Yeah.

Adler I guess my question is for the chief or for the manager to saying how do I do that? How does this council do that in a sustainable way relative to everything else that we have in budget, relative to whatever the appropriate level is for us to be spending in public safety? How do we ... You've made your case. How do we do that in a way that is sustainable? I say that only because this council demonstrated a commitment to public safety. We've added more public safety spending in this city, in our time in this office than the best as I can tell, any council has in recent times, with everything that we've approved.

I don't know if we're putting the money in the wrong place, or if there were other higher priorities, I don't know. In part because we get a request and we act on it, we get a request and we act on it. Maybe it needs a more holistic look. Maybe rather than reacting to requests as they come in, because they're all important things. In almost every case we've approved the requests that come in, maybe we need more of a global look to somebody to take all of those requests, and then give us direction as a council as to what we do. It's not so much a question for you as I think it is for the chief and for the manager.

Acevedo I think that one reminder that I want to remind everybody you have been supportive but, what's happened in the last couple of years, I don't- You're

talking about total number of spending, one of the reasons I'm really concerned about moving to center to our budget is in the last couple of years, the city has moved all the expenses for public safety in terms of technology and things of that nature which is significant cost. What was it? It's 12.8% that has been moved into our respective budget that historically have been carried somewhere else is now on our budget. It looks like there's an additional 12.8% and this is an accounting difference.

You are committed into investing, but just in terms of the \$12 million, there's just some of the expenses have been moved from the different departments into the public safety, and that's one of the things I worry about with continuing to move things it looks like we're growing when in fact one of the things that Dr. Brady said that I think is really important is that this is the worst, the lowest uncommitted time he's seen. Not as a result of lack of commitment guys. Our city manager and our city mayor's and councils have had a significant and sustained support for public safety. It takes time. Everybody is talking about what is community policing?

I think Chas Moore who's a young activist that we all know. He said, "Community policing to me is in the middle of the night at 3am, when I need a cop to come to my door, that patrol officer, I want to have had met that patrol officer and known that patrol officer." He said it so eloquently, he doesn't want a stranger to come to his door. He wants a relationship in order for patrol officers and police officers to build relationships, it takes time. It takes time to be proactive and I think that's the conversation you all started off.

Adler No, no, no, and I'm convinced that we need to be more proactive and we need to do community policing for that reason, for councilman Renteria, for all the conversations. I'm trying to figure out how to get from here to there. How does a council like us make the choices? That's the question, it may be that in Austin, most cities the benchmark is about 70%, but then Austin Texas, it needs to be 75% for public safety. If that's the case, then that's a conversation that we should have and the community should understand why it is that we should be above the benchmark for public safety, for whatever, for the goals or the reasons, whatever it is. To have that more holistic conversation about what we spend on public safety I think would be helpful. Manager, you want to address that?

Ott Yeah, I think one of the things that's striking to me about the conversation is it doesn't acknowledge the fact that in terms of community policing at some point in the city's past, it was defined by somebody because we have certainly for many, many years, even prior to me been saying that we have been part of what we do in our police department, is we conduct community policing. Either that's been the case or it hasn't, I think it has. I guess the question is sort of its complicated. There's a level of service issue associated with that, and all of the other elements, that our consultant spoke to.

We heard the chief talk about crime data and the fact that it's going down. It really is a very complex equation because there are all of these different factors and all of these variables. Therefore I think it does require entail a more holistic conversation that ... I don't know that you can really get to that kind of conversation substantively in a way that allows you to make specific determinations about investments relative, in this particular budget. It is a conversation that you need to have. Where are we today in regard to all of those elements. When we think about community policing and the philosophy that it is, to what extent is what we're doing matching up with those things that the good consultant characterized as the definition of community policing.

I think that kind of conversation measured against what the philosophy of community policing is begins to give us some direction about and relative to what Austinites think as well. He said that. Begins to give us context and the kind of guidance for where we need to make investments, targeted investments that speak to the values and the principles that are all a part of community policing. We have to decide what's within that philosophy, what's important to us? What's important to Austinites. That's a conversation that's a little bit larger than what we have time for in the course of this budget process, but it is a critical conversation. Short of that, then we're taking stabs at it. We're taking a run at it. We're throwing money at it. Doing it that way isn't the best way to optimize the tax dollars that we're getting from Austinites.

I guess I just don't want it to get lost at community policing as a philosophy and as part of the mission of the Austin police department. It didn't just show up today. Quite frankly, they have been on the path. As the chief said, it takes time. As I heard the mayor Pro Tem use in regard to the special program, it is iterative too. As we go through the processes, we have conversations at this level and in the community and as we implement new things, we learn from that and we validate our learning. The way we do that because the learning may suggest that we need to do something differently. We may need to make an investment tomorrow that we're not making today. It's at the very least it's calculus for crying out loud, it's complicated and it's going to take time and it requires these tough conversations, in the community, amongst all of you, and the police department.

And it does Mayor, I agree with you. It has implications for the larger budget, for the larger fiscal picture for this. I talked about that sum at the outset of this budget presentation. Public safety in most cities does take up the lion's share of the revenue, whether it's property tax or income tax in some city, and even other revenue sources, all of it. The rest of the organization that exists within the context of a general fund gets funded by other sources of revenue. That's the case here. On the other hand, you have to make intelligent decisions. You can't be a prisoner to it either from a financial standpoint and that's again why the kind of substantive, thoughtful, deliberate, all inclusive conversation that I'm trying to describe is essential, and is the kind of guidance that will provide the

context for making the kinds of decisions that you're searching for so hard for today.

Adler Council [inaudible].

Gallo You know and I think part of the conversation is also obviously the expenditure of funds to be able to get the coverage and the officers that we feel like we need throughout this entire community. It's also looking at revenue opportunities to be able to increase the funding ability to do that. As we've talked many times over the past year about Austin is blessed with the opportunity to have very large festivals and events and a very robust tourist economy here. Those entities and those functions pull a lot of our public safety resources into them. I think it is time for us to start the conversation of making sure that those events pay their cost for the additional public service.

As we pull and as the police department tries to cover those adequately, what's happening is it is pulling the resources from the rest of our community. The benefit of having those and having the income that comes into this town from those is not adequately being spread throughout the rest of our community. I think it is as part of the budget process the time to start talking about ... We started the conversation yesterday. The police department was able to provide some resources to do it from reserves. Once again, they are providing these resources from the resources that should be used to do what your report says. I do think as part of this budget, we need to talk about that and we need to look for those additional revenue streams that can come in from the different events that really tap into our public service.

Brady Can I add something to that, many communities, many cities do that. Either through hotel/motel kinds of taxes specifically for public safety, or public safety special taxes either to support general law enforcement or high demand areas like an entertainment district, Fort Worth is one, I think Arlington is another. It is a very common strategy.

Adler Mr. Zimmerman.

Zimmerman Thanks Mr. Mayor. Let me go back to the report if I could quickly and a request and Dr. Brady, I make this request all the time. We always have to have a date and a version number on the document. No date, no version number, there are no page numbers. Let me refer to the fourth page here that had a definition from the DOJ.

Brady I don't know which one is the fourth page.

Zimmerman I bet you do. I'm going to ask you ... There it is. Let me, I think this is very pertinent to our conversation from a high level policy discussion, which is really what we do. We don't micro-manage as a city council. We talk about high level policy. I want to read from the Dallas police chief, David Brown who I think said

something incredible in a time of tragedy in the Dallas shootings. He says, "We're asking cops to do too much in this country. Every societal failure we put it off on the cops to solve. Not enough mental health funding, let the cops handle it. Here in Dallas, we got a loose dog problem. Let's have the cops chase the loose dogs. Schools fail, let's give it to the cops. It's too much to ask and here's the point, policing was never meant to solve all those problems."

I want to go back to the definition. Case in point, the last part of this definition which I think is terrible. It says, "The fear of crime." Seriously, we're going to put on our police the burden of stopping or addressing the fear of crime. Fear, you can have a rational emotional fear of crime. There are hundreds of thousands of definition of the fear of crime. What one person in this community is afraid of, someone else is not. In other words, the department of justice but whoever did this terrible definition has put something in front of us that is perfectly not measurable and not achievable. It is impossible to come up with an accurate measurement, a benchmark if you will for the fear of crime. It's something that cannot be measured and cannot be bench-marked.

Here's my solution to this and I've said this before. This can be fixed by looking at measurable metrics and then working your way backwards to the philosophy and the strategy. For instance, we could have said right where it says proactively address, we could say the resolution of 80% of property crimes, 98% of sexual assaults maybe 90% of homicides, some measurable objective where we could say we're making progress towards it or not. We need to come up with reasonable metrics for what we think we can afford to do. We need to consult with APD because they know how hard it is to resolve some of these property crimes. I'm pleading with my council members, please, please as a body setting policy, we must set measurable metrics and be reasonable in our expectations, and stop asking the police to do what they cannot do.

It's not the police department's problem or responsibility to stop crimes from happening. That is a dangerous, really a dangerous thing for us to demand, to say, "Hey police department, you need to stop crime from happening. You need to stop people from being fearful of crime." It's a dangerous thing to ask the police to do. The police are our last line of defense against the dangerous, criminal element and we want the police to have guns and billy clubs because sometimes you need lethal violence to stop criminals. Our police are playing defense, don't ask them to play offense.

Casar

The vast majority as you noted of your report are things that the department could implement themselves that are those strategies to build a more coherent and robust community policing strategy and management strategy and accountability so that if these extra resources are infused, the uncommitted time produces something that we all want and that we can be sure that it does that. Help me think through the ordering. The mayor just articulated the challenges on the council side of committing those resources.

We want to commit resources to everything all of the time but at which point do you feel like we will be ready to know that that community policing time and uncommitted time is going to do what we want it to do. Talk me through the order. When you have all these recommendations, how many of those recommendations do you feel like need to be in place before we know that it's worth investing the reserves and the resources.

Brady

Many of the things that we've recommended here have already started. Certainly as it relates to recruitment. Others such as training, evaluations that stress community policing concepts, an in-service training program, management supervisory training, development of policies et cetera; those are the kinds of things that can take 3 to 6 months even if you get lots of input from within the department. You need to start from just what Mr. Zimmerman was mentioning and what we said in our presentation and in our report. You got to start with the community to develop an appropriate philosophy that includes things like expectations that come out of it, achievable expectations, but involving them and the definition of what it is and what they expect to get out of it.

Ultimately, they do feel safe, which you can't really measure directly. The police department's only partially responsible for having an impact on that. Involving, starting a process of getting the community involved in helping to define what it is that they're participating in as it relates to policing themselves, is where you start. This is a process that could take 3 to 6 months. I think it's that achievable. If you all accept the general direction of all of this, you would start a process immediately of having the department develop a strategy or a plan to address the things that you feel comfortable with, in some reasonable time frame. Maybe it's 3 months, maybe its 9 months. Its shorter term rather than longer term for everything that's in that first 100 pages.

Casar

Do you think that in those first 100 pages what we would want to see is check back in with our department about which recommendations they're moving forward with and then within 3 months or within 6 months, just like our other departments hear about each of these ...

Brady

That's the beginning of an accountability process. Once you decide what it is among these recommendations that you can live with that would make sense for Austin.

Casar

My last question before you skip town that I can think of ...

Brady

I'll be back.

Casar

... Right now is we focused a bit on the disparity of downtown versus other parts of the city given the high risk environment downtown. Within your report, did you take a look at other geographic disparities relative to the amount of community policing time based on risk in other places in the city. Obviously in my own district, there are some communities that suffer really highly

disproportionate amounts of violence and property crime. How much of that did you find and did you have any strong conclusions on geographic disparity other than the downtown issue.

Brady Those other areas exist and in different parts of the city, that result has impacts on proactivity needs and results as well. We didn't provide many of the heat map types of things we looked at. The police department is doing that kind of thing as well. You can readily see where those areas are. Just as is a problem looking at proactivity on a city-wide basis 24/7 and getting a number that's 22% or 17 and 19% or whatever it is. Same thing within a police region that there are differences within each of the areas that they've defined for themselves. That's part of what they need to look at in terms of their deployment, and they actually are because they're doing hot-spot kind of orientation in terms of data reporting and deployment as well.

Acevedo I just remembered just as a reminder, because I think downtown sometimes get beat up because there are so many cops there. Those people don't live there, they come from all over the city, all over the region, all over the state and all over the country. The workload that's being created downtown is coming from all over the place. We've got to be real careful. We had that instant the other day, where we had a shooting. A tragic death and we just have to be real careful that we don't have more instances like that. You're going to see a water shift moment for us where we're going to lose the vibrancy of our entertainment district. We have to keep that entertainment district and the entire city safe.

Casar Thank you chief.

Adler Houston

Houston Thank you mayor and again thank you for allowing us to have this great conversation. The reason police officers are asked to do so many different things is because of so many disparities in various communities. The fact that we don't acknowledge that you're called to do more than keep the peace. You're called to enforce laws because of disparities in employment, hopelessness in many communities because of inadequate training, lack of education that will prepare them for the new economy that we operate here in Austin. There are many social issues that you all are called to respond to.

With that in mind, I understand councilmember Zimmerman's angst but I'm willing to go with you to the legislature if you're willing to do that, to ask them to restore some of the millions of dollars of funding that they've cut over the years for the same kinds of things that people are dealing with on the street for public health, for behavioral health, for substance use and abuse, lack of beds for adequate treatment. Those things were taken away from the state and so now our cities are being forced to respond to those social needs. The first people on the street are our police officers. I'm willing to go with you. Maybe we can see if we can get that on the legislative agenda for January, to see if we can get some

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of that state funding restored to the people who are supposed to be having those first contacts with people, so that our police can do the other kinds of property crimes that you mentioned already. That's my ask and I'm willing to go with you on that.

Adler Yes, Renteria.

Renteria Thank you for this report. If you can, I want to understand how the- You have one here under district rep, the tasks and duty assigned to DR is demanding to their police office perform. Many could be performed by community safety officers. Can you tell me what kind of those tasks that you saw that can be done by ...

Brady Certainly things relating to maintenance and support for community groups in terms of getting them information, in terms of arranging meetings and meeting places, those kinds of logistical things. They can assist the police officers in developing plans for community policing that would involve other people within the department. They can do research, they can respond to problems that come to district representatives through council or community groups or other mechanisms that are maybe not crimes, but even sometimes minor crimes like quality of life and code enforcement types of things. They can do a wide variety of things like that.

Manley Council member Renteria, within the report, if you start on page 170, will identify the duties of our district representatives and the ones that Matrix felt were consistent with civilians versus those that are required police. Starting on page 170, you get a really good view of the analysis.

Renteria Yeah, thank you.

Brady It's two pages of tasks, but they basically fall out in those areas. I think that even a conservative orientation about what a trained civilian paraprofessional can do, we'd say that about a third of those duties could easily be transferred by a civilian to a civilian.

Renteria Okay, thank you. I just wanted to make sure that the community knew exactly what we were talking about on those tasks so that they can actually go out there and look at it also.

Brady Right.

Renteria Thank you.

Brady Thank you.

Adler Miss Houston.

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Houston I have one more question. This is for the chief. One page 465 of the budget document under performance measures.

Acevedo Okay, I'm there.

Houston Okay, you're there. It says, percent of and it has various demographics listed of cadets in the academy and they have no goals, no goals. I'm wondering what happened there. My concern is because on KXAN this morning, there was some ... Hold on just a minute, there was some information about another public service entity who surveyed their members and one of the things that they said was that there was too much deep emphasis on diversity. I'm just trying to make sure that this no goals here is not saying the same thing. That there's too much emphasis on diversity.

Acevedo No, absolutely, not, our goal council member is to be reflective of the community that we serve. I'm very proud of the fact that as it relates to the Austin police department, we're pretty close on those numbers. As we've discussed before on diversity, diversity matters. We have to be reflective, but not just at the entry level, but throughout all the ranks in organization.

Houston Why are there no goals?

Acevedo I'm not sure why that's not down there but I know that we have as a department an internal goal in terms of diversity hiring and the city has a diversity report that they put out through HR that all the departments want to be reflective of the community. I'm not sure why that's not in there but I'm okay with, I'd be happy to add it in there.

Arellano This is probably one for HR to respond to. My guess and I'm not one to usually guess that potentially, we can't have goals if you will for minority hiring. I think we have as a target, to be as the chief says, to be reflective of the community but ...

Houston so if we change that to targets or something, I don't ... I just think it's a bad visual especially after the last union had something about it's too much emphasis on diversity for us to say that there's no even emphasis and no reaching out to make sure that our police department is representative of the community that it serves.

Acevedo I think if you talk to our union, they have a much different view. They absolutely support diversity ...

Houston I know.

Acevedo ... And we're very unified as the police department not just in terms of race and gender, but along sexual orientation and religion and all the other things that make us unique individuals.

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Houston That just struck me. It's visible and it says something to the people who don't hear you make that comment.

Acevedo Thank you.

Adler Just to close for me, I appreciate the report, I like what it says. I really think that the emphasis on having our community know our police, our police to know our community feels so right. I will also reemphasize the fact that even before the report came out, when I talked to other folks in other cities, mayors in other cities, and they talk about the relationship between their police and their community, we were already doing a lot of things right in our community in terms of our community being engaged with our officers, and our officers being engaged with our community. I think this emphasis takes that to another level. I think that's a really important thing to do especially in light of the national conversation.

I think we were already doing things and I think that the personality of the leadership we have in our city lends itself to that. For me, it's not so much being sold on that concept philosophically, or all the things that can be implemented in here, that can be implemented without staffing increases. If in order to be able to make this work on the street we need to free up more time for officers to do that, I need help figuring out what the path to that is, that is in fact sustainable over time, and in relationship to everything else that we're doing. That's the additional help that I need. Is your light on because you want to talk?

Garza No, I'm sorry to step out but and somebody might have already made this point. I feel like and you all probably do, there are two conversations, community policing, and do we need just more police officers. I think what this report, because last time we had this conversation it was we need more police officers so we can do community policing. I feel like this report said we're not doing community policing right, but you still need more officers. That's the takeaway I take from this. I think it did, that being said, I hope and I believe the report we need more officers and the report says we need more than what is actually being asked for.

I just hope that all the costs, the things that don't cost anything that were recommended in the report are going to be used. Even though we can't use, maybe we can't use community policing as the buzzword to get more police officers, we understand we need them now more with the numbers and the active time. I just hope we ... The report did mention, it has to come all the way down from the leadership, from the highest rank and saying this is important. Here are some cost neutral things we can implement that don't cost anything as we continue this process, because community policing, however we decide to define that is important.

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Acevedo I think if you look at the last 9 years that I've been here plus 9 years and the mayor pro tem has been a part of that, we have always been stewards of our budget, of the taxpayers' dollar. We've always worked diligently that despite the fact that in terms of staffing, we've always been below. No matter what report we've commissioned, we've always been short of a significant number of officers. We've never backed away from the philosophy of community policing, the philosophy of respect and more importantly, the philosophy of being stewards of that budget dollar, which I think is really critical, when you have all these competing interests.

I'm proud of the fact that prior to 2007 on my arrival, we used to go over budget all the time, until this day, knock on wood, we have yet to go over budget. Despite the staffing challenges, we have reduced crime year in, year out with this year, year to date being the exception. We look forward to looking for those opportunities. I want to thank Dr. Brady and his team, and the city council for actually commissioning this report. I look forward to continuing the conversation.

Houston Mayor, one more thing.

Adler Houston.

Houston I would be remiss if I didn't say what you all already know, it's one of the concerns in the community about community policing, is that the majority, the vast majority of the police don't live in the community. Their community is in someplace else, it's not this community, it's someplace else. The people in the community continue to be concerned. I know we can't do anything about it, but I would be remiss if I didn't bring that up and say they don't see them as part of their community.

Adler Okay, thank you very much.

Brady Thank you very much.

Adler Thank you.

Brady I really appreciate it. I give thanks to police department too. They really helped make this an easy process for us and the success that I hope it is. Thanks.

Adler Great. Ed, let's talk scheduling and timing here for the day.