



# CMO Leadership Reimagining Update

Nuria Rivera-Vandermyde | Deputy City Manager | June 28, 2020

# CMO Leadership Team

- DCM Rivera-Vandermyde
- ACM Rey Arellano
- ACM Chris Shorter
- OPO Director Farah Muscadin
- Chief Equity Officer Brion Oaks
- Chief of Police Brian Manley
- AC Troy Gay
- Division Chief Lee Crawford
- Interim Communications Director Jessica King

Expanding the group as needed to include input from:

Innovation Director Kerry O'Connor

OPM Officer Kim Olivares

Resilience Project Lead Alba Sereno

Labor Relations Officer Deven Desai

Members of EMS, APH and Code Departments expected to be brought in when the City-Community Task Force convenes, as well as IGRO, HRD and Finance as needed



# Overview of Conceptual Framework



## City - Community Reimagining Task Force

- Outreach to community organizations, centering our main focus on organizations representing those most impacted by police violence in our community
- Asking for feedback on a conceptual framework and hoping to co-create the final framework and workplan with the group once convened
- Exploring hiring of 21st Century Policing as an active facilitator to the Task Force as well as an operational consultant to APD directly to ensure alignment between current operations and the work of the Task Force
- Expectation is that the Task Force will come to Council periodically seeking approval of recommendations, including budget amendments, as the work progresses

## Workplan and Advisory Groups

- Task Force to develop a Work Plan that includes initial priorities and creation of advisory groups as needed per topic. Initial topics include the below, but subject to review of Task Force:
  - Use of Force/de-escalation
  - Alternatives to traditional policing (such as mental health/crisis intervention initiatives, approaches to homelessness response, victim services needs, violence prevention initiatives and resource alternatives)
  - Governance models
  - Reducing enforcement for minor crimes
  - Training – both Academy training and in-service continuous learning requirements and recommendations
  - Addressing culture change in the workplace to transform the way officers show up in community
  - Data and research – best practices and peer city reviews, & analysis of crime statistics (including exploring the role of bias in data collection and evaluation)

## Community Engagement and Communications Plan

- Piloting of initial listening session with Public Safety Commission, Joint Inclusion Commission and Quality of Life Commissions
- Working with Equity Office to leverage Mini Grant funding for community engagement
- Series of focus groups with staff from APD, Code, EMS, PARD and others.
- Development of robust communications plan to include website landing page for meeting and listening session summaries, surveys and survey results, and progress reports on recommendations and implementation plans

## Concurrent Work

- Mapping existing initiatives and resolution directions to fold into the larger Task Force body of work and review
  - Includes consultant work by Dr. Joyce James on APD culture & environment
  - Includes consultant follow up on Tatum Report
- Review of 911 calls for service including categorization and type, volume, officer-initiated call trends, geographic dispersion, response times, etc.
- Review of metrics, benchmarks and baseline measures to establish enhanced racial justice goals in alignment with SD23
- Currently working on moves that can be done administratively:
  - Emergency Call Center/Dispatch
  - Forensics lab
  - Shifting management services functions to internal service departments
- Reviewing legal/legislative barriers to other areas such as Internal Affairs and policing at Parks, Lakes and Airport

# Unanswered questions



- Impact of Ch. 143 and pertinent caselaw relating to sworn vs. civilian roles
- Impact any changes could have on pensions, benefits, job classifications etc.
- Best place for some of these moves to happen: what could move to Code, Health or EMS, for ex., and are the departments that could be impacted engaged and ready to receive additional responsibilities? And if staff or roles move or transfer, how would this fit in with the receiving department's existing organizational structure?
- What proposals might require legislative changes?



# Mapping of existing work



Scope of work	General Timeframe	Team
<p>Consulting services to help identify and develop immediate and protracted strategies for APD to address racial inequities, institutional racism, including the intersections of gender and sexual orientation.</p> <p>[APD initiative from Equity assessment]</p>	<p>2-day Groundwater Analysis training and debrief expected in July.</p> <p>Development of immediate and protracted strategies identifying the path forward expected in August 2020</p>	<ul style="list-style-type: none"> <li>• Joyce James Consulting</li> <li>• Equity Office</li> <li>• APD</li> </ul>
<p>Comprehensive review of the equity and efficiency of the dispatch of emergency medical response related services of AFD and ATCEMS. The review to include an evaluation of response times, patient treatment and health equity, and resource utilization on responses. Additionally, the review to include recommendations on the locations of fire suppression and emergency medical resources, timelines, locations for new resources, and the applicability and impact of Insurance Services Office (ISO) ratings.</p> <p>[City Manager's Office initiative]</p>	<p>Evaluation of proposals scheduled for July 31, 2020</p>	<ul style="list-style-type: none"> <li>• City Manager's Office</li> <li>• AFD</li> <li>• EMS</li> <li>• Office of Medical Director</li> <li>• Austin Fire Association</li> <li>• Austin-Travis County EMS Employees Association</li> </ul>
<p>Comprehensive evaluation of how sexual assaults that are reported APD are investigated and processed. Seeks to identify necessary improvements and reforms to improve system response for survivors of sexual assaults such that justice is best served.</p> <p>[Resolution 20190131-077]</p>	<p>Work has been ongoing. Final report and presentation expected February 2022.</p>	<ul style="list-style-type: none"> <li>• Police Executive Research Forum, The Woman's Law Project, and the Wellesley Center for Women</li> <li>• APD</li> </ul>

# Mapping of existing work (cont'd)



Scope of work	General Timeframe	Team
<p>Comprehensive, multi-pronged investigation of the extent to which forms of racism, bigotry, and discrimination are present in the protocols, practices, and behaviors of the APD. To the extent to which these prejudices are present, this investigation and evaluation shall document the impacts these individual and systemic biases have had on both hiring, professional ranking, and treatment of personnel within APD, and on police interactions with people of color and other marginalized groups in Austin.</p> <p>[Resolution 20191205-066]</p>	<p>Final report and presentation expected no later than December 6, 2021.</p>	<ul style="list-style-type: none"> <li>• OPO</li> <li>• Equity Office</li> </ul>
<p>Review of APD Cadet Training Academy to include an audit of selected Training Academy course videos</p> <p>[Resolution 20191205-066]</p>	<p>Final report due in November 2020 with intermittent reports on individual topics due after each topical review.</p>	<ul style="list-style-type: none"> <li>• Community Panel Members</li> <li>• OPO</li> <li>• Equity Office</li> <li>• APD</li> </ul>
<p>Comprehensive review of metrics, benchmarks and baseline measures relating to SD23 and Zero-based racial justice policy goals.</p> <p>[Resolution 20200611-050]</p>	<p>Update and interim recommendations due by October 31, 2020.</p>	<ul style="list-style-type: none"> <li>• City Manager's Office</li> <li>• OPO</li> <li>• OPM</li> <li>• Equity Office</li> <li>• Office of Innovation</li> <li>• APD</li> </ul>

Thank you

