

RESOLUTION NO.

WHEREAS, the City of Austin is committed to achieving the highest standards for all of its operations, which demands transparency, regular oversight and setting clear and appropriate targets for employees and the public; and

WHEREAS, public safety services are among the City's most important responsibilities and are delivered through an interconnected system that includes Austin Police, Austin Fire, Austin-Travis County Emergency Medical Services, Forensic Services, and emergency communications; and

WHEREAS, in 2018, the City Council and City Staff co-created a strategic framework over a five-year horizon called Strategic Directions 2023 that included measures that sought to blend internal performance metrics with community indicators that captured public conditions; and

WHEREAS, in March 2023, in anticipation of doing another five-year strategic plan, the City Auditor conducted an audit of one strategic outcome (Economic Opportunity and Affordability) and made several recommendations including maintaining community indicators, which are most relevant to the community, separate from performance measures, which are most actionable by the City, and

WHEREAS, following this audit, the subsequent five-year strategic plan was cancelled, and reporting on community indicators and performance measures largely stopped for a period while the City Manager did an internal strategic plan with new proposed measures, subsequently unveiled in the Fiscal Year 2024-2025 budget document; and

26 **WHEREAS**, the City Manager annually prepares key performance
27 indicators (KPIs), including available data for past years and targets for current and
28 future years, for consideration during adoption of the annual budget, they are rarely
29 revised by Council; and

30 **WHEREAS**, under the Council-Manager form of government, the City
31 Council establishes policy priorities, identifies desired community outcomes,
32 adopts the budget, allocates resources, and exercises oversight, and the review and
33 approval of performance measures and setting of targets is a valuable way of
34 communicating direction to the City Manager; and

35 **WHEREAS**, community outcome measures, departmental key performance
36 indicators, operational and process measures, outputs, and strategic milestones
37 each serve a different purpose, and an effective performance framework
38 distinguishes among them; and

39 **WHEREAS**, performance systems in other jurisdictions that have rewarded
40 outcome numbers without paired process and quality measures have produced
41 documented harm across police, fire, and emergency medical services, including
42 the reclassification and under-recording of reported incidents, the premature
43 closing of cases and stopping of response clocks, the discouragement of residents
44 from reporting, unsafe emergency driving undertaken to meet time targets, and the
45 neglect of essential work that is not counted, each of which damages the outcomes
46 the measures were adopted to improve and erodes public confidence in City
47 officials and reported data; and

48 **WHEREAS**, sound performance frameworks and transparent community
49 indicators measure what a department does, as well as what results follow, so that
50 accurate reporting and sound practice are never placed in conflict with meeting a
51 target, and the impact on the community is always present; and

WHEREAS, the Fiscal Year 2026-2027 Proposed Budget has the following KPIs for the Austin Police Department (APD):

- Percent of non-urgent calls into the 911 system,
- Number of minutes for police response for emergency and urgent violent crime calls,
- Average number of APD cadets enrolled in the Academy at the start of the cadet class,
- Percent change in violent crime incidents within designated priority hot spots (*new, no data*),
- Median time between uninitiated repeat contacts between police and identified high utilizers (*new, no data*),
- Leadership Academy completion rate for frontline supervisors (*new, no data*); and

WHEREAS, while KPIs may change over time to emphasize focus areas for management or Council, the need for transparency, accountability and high performance is consistent; **NOW, THEREFORE**,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AUSTIN:

The City Manager is directed to do a comprehensive review of the City's public safety performance-management framework, including applicable citywide measures and the key performance indicators and targets used by Austin Police, Austin Fire, Austin-Travis County Emergency Medical Services, Forensic Services, Office of Police Oversight, and emergency communications. This review should include existing police and other data, past local audits and studies, and potential national models for performance management. This review should also solicit and report on the input of frontline employees, employee associations,

partner entities such as prosecutors' offices, and interested community organizations. **BE IT FURTHER RESOLVED:**

The City Manager is directed to present the results of this review and recommend whether and how the KPIs and targets should be updated to be focused on the community's desired outcomes, as identified by Council.

BE IT FURTHER RESOLVED:

The City Manager shall prioritize conducting this review first for Austin Police and present the results to the Public Safety Commission and to the Council's Public Safety Committee, in coordination with their respective chairs, no later than March 2027.

BE IT FURTHER RESOLVED:

The results of the reviews for all other public safety departments may be individually scheduled at subsequent meetings of the Public Safety Commission and Public Safety Committee, in coordination with their respective chairs, so these bodies' recommendations may inform the Fiscal Year 2027-2028 budget process.

ADOPTED: _____, 2026

ATTEST: _____
Erika Brady
City Clerk